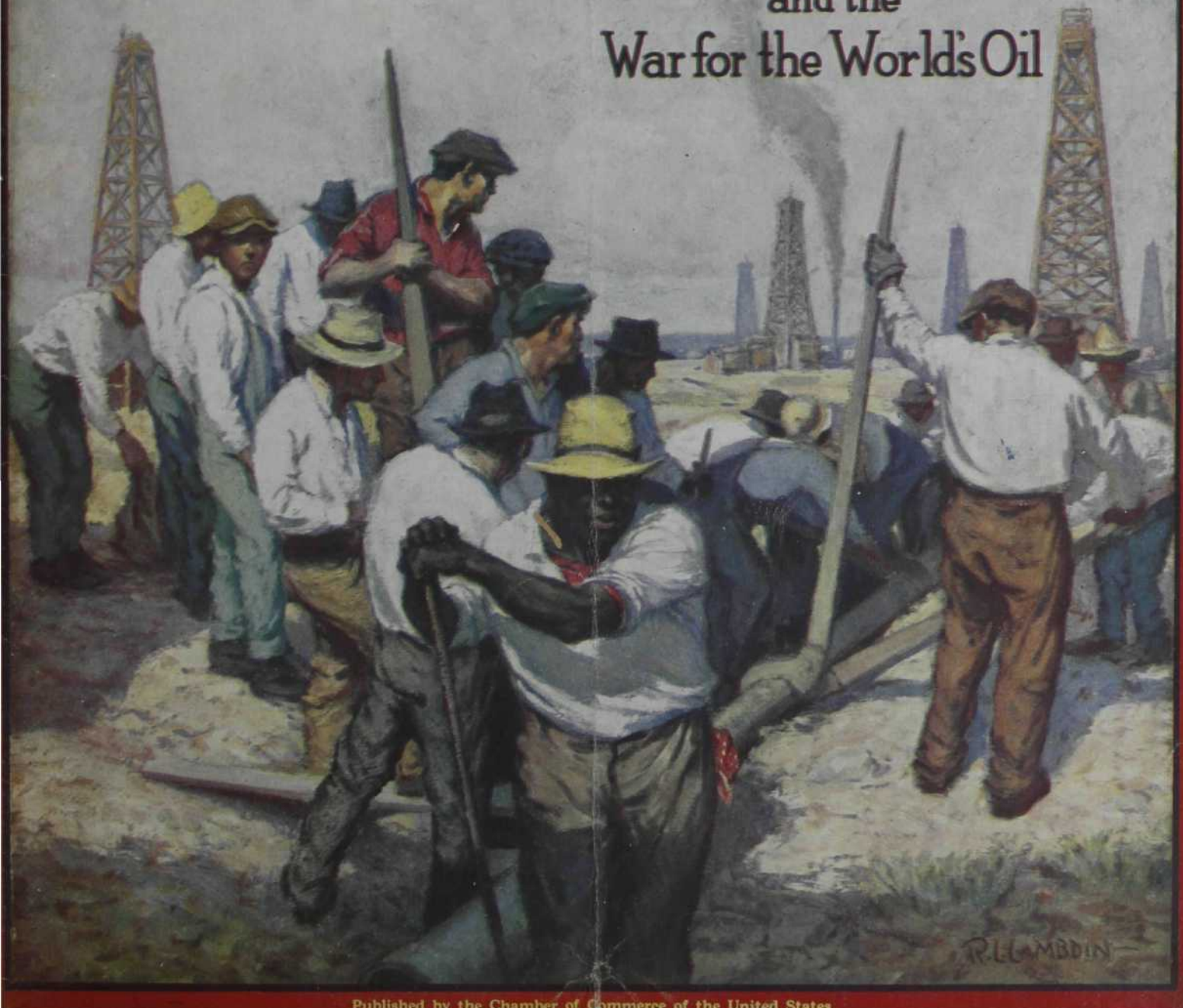
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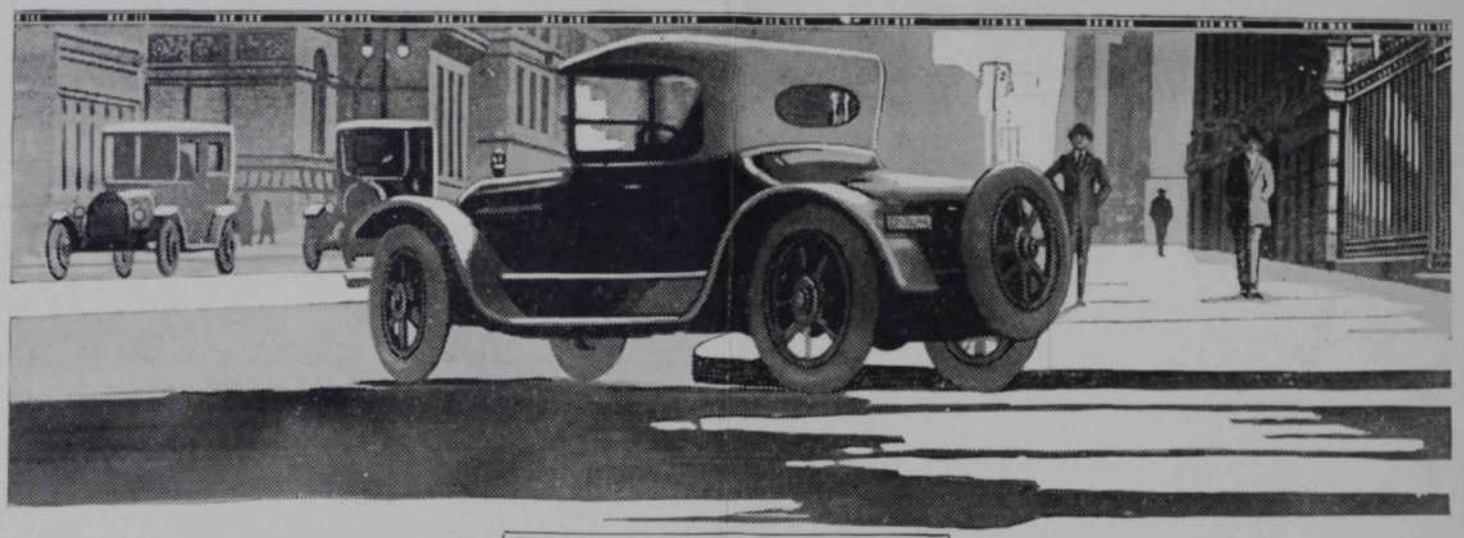
THE NATION'S BUSINESS

MR. DETERDING and the War for the World's Oil



Published by the Chamber of Commerce of the United States

Five Million More Tires than last year
How much More Tire Economy



The driver of the car in the foreground probably does not realize that by rounding the corner too quickly he may be taking as much as a thousand miles out of his rear tires.

A great deal of tire trouble can be avoided by slowing down to a reasonable speed in negotiating corners.

IT IS interesting to watch a car owner gradually becoming conscious of his tires. If his first tires don't give him what he has been led to expect, you will see him going back to the dealer for an allowance.

Finally he reaches the point where he prefers to shoulder his losses himself rather than argue the matter out with the dealer.

Meet him a year later and you will probably find him with two or three different makes of tires on his car.

* * *

There is less conviction in the minds of motorists about tires today than about any other subject connected with motoring.

Despite all the claims, all the allowances, all the selling talks that are presented for the motorist's consideration, he goes along in his own way, seeking the tire that will give him the greatest economy.

Often you see him running foul of the irresponsible dealer.

But sooner or later he finds out that claims and allowances and selling talks can never take the place of performance.

* * *

More and more motorists are coming to realize that the only way to tire economy is through *better tires.* Avoiding the dealer whose idea of business is merely to fill the eye or to supply a market and going direct to the *merchant who deals in quality.*

Never has the United States Rubber Company's policy of *quality first* been more thoroughly justified or widely appreciated than it is today.

Discounting, as it does, every temptation to force production in favor of a highly specialized, wholly standardized product.

* * *

Even when the production of U. S. Tires has reached two or three times its present figure, the test will still be not how many tires—but *how good.*

United States Tires

United States Rubber Company

Fifty-three Factories

The oldest and largest Rubber Organization in the World

Two hundred and thirty-five Branches

Your Money's Idle Hours

Because of the increased burden which war and resulting economic disarrangements have placed upon the dollar quicker turn-over of working capital is a most important factor in the financing of every business.

Payment of higher interest rates will not always secure funds. In a situation where larger amounts are required for handling individual transactions and restriction of loans may be necessary to provide for essential activities, "*side-tracked credits*" are doubly undesirable.

A measure of relief comes when deliveries and collections are speeded up by reducing delays which even under normal conditions are often allowed to clog the processes of trade. To this relief, the Irving contributes by direct collections everywhere in America and by tracing shipments, notifying consignees of arrivals and presenting drafts by messenger daily in all parts of Manhattan. The *straight line to results* is the unfailing rule of Irving specialized service.

IRVING NATIONAL BANK

WOOLWORTH BUILDING, NEW YORK

The Nation's Business is published on the 10th of every month by the Chamber of Commerce of the United States, Mills Building, Washington, D. C. Subscription price $3.00 a year; 25 cents a copy. Canadian subscription price $3.50 a year; 30 cents a copy. Foreign subscription price $4.00 a year; 40 cents a copy. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., under the Act of March 3, 1879.



St. Louis Needs Shoe Findings

St. Louis, the largest shoe center in the world, lacks factories for the manufacture of shoe findings—such as laces, threads, shanks, hooks, nails, tacks, eyelets, buttons, heels, rubber heels, cloth linings, etc. These products must now be bought in the East. Most of the raw materials are shipped from the Mississippi Valley, manufactured in the East, and shipped back to the world's greatest shoe city—St. Louis.

The output of shoes in St. Louis this year will total approximately $175,000,000. The St. Louis shoe manufacturers spend more than $10,000,000 annually for shoe findings. A Mid-West factory in St. Louis could supply the trade here and economically reach all Mississippi Valley, South, Southwest, Middle West and Far West markets from this central distribution point. Shoe findings is but one of the following sixteen industries St. Louis is seeking:

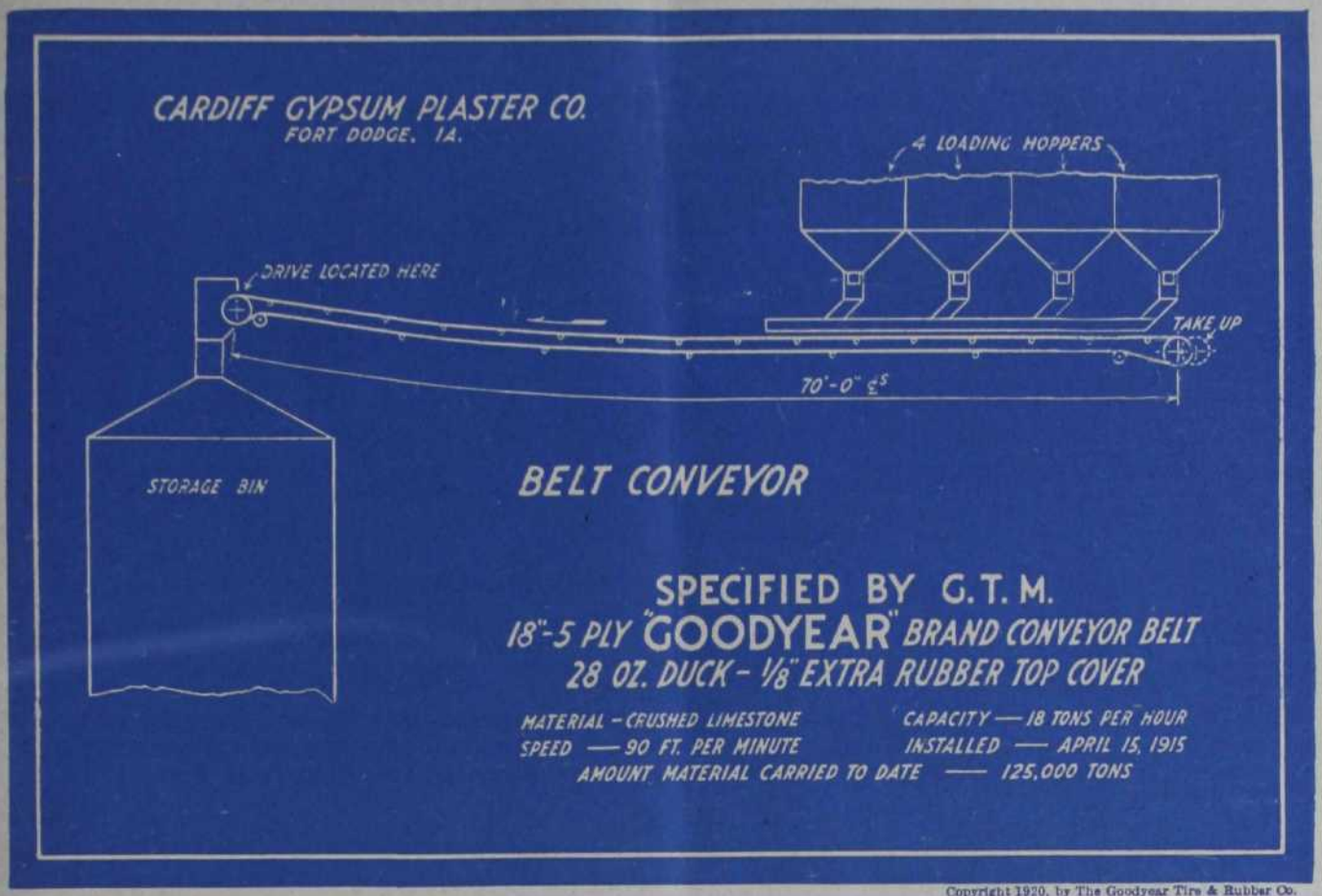
Shoe laces and findings
Cotton spinning and textile mills
Steel and copper wire
Machine tools and tool machinery
Automobile accessories and parts
Tanneries and leather products
Malleable iron castings
Screw machine products
Farm implements
Rubber products
Locomotive works
Blast furnaces
Cork products
Small hardware
Dye stuffs
Drop forge plants

Splendid St. Louis opportunities in these lines await enterprising men of practical experience and ample capital. The booklet, "St. Louis as a Manufacturing Center," will interest you. A letter will bring it. Address

Director New Industries Bureau

St. Louis Chamber of Commerce

St. Louis, U. S. A.



Copyright 1920, by The Goodyear Tire & Rubber Co.

125,000 Tons of Stone—and the G. T. M.

The requirements called for a belt with character. The G. T. M.—Goodyear Technical Man—could see that, from the very beginning of his study of the original conveyor installation for the Cardiff Gypsum Plaster Company, at Fort Dodge, Ia.

The conditions of service would be unusually severe—handling gritty, abrasive limestone, fed to the conveyor in sharp lumps averaging two inches in size. No previous experience in this mill furnished a working basis for suggestions. This was as much a test of the Goodyear Plant Analysis Plan as it would be of the belt.

You may be sure that every item affecting the efficient operation of that conveyor went into the G. T. M.'s calculations. The officials gave him full access to plant records. He figured the belt speed per minute—90; the diameter of head and tail pulleys—20 inches; their nature—bare; atmospheric conditions—damp; method of loading—from four automatic chutes; condition of bed—level; all equipment in first-class shape and well attended; weight of load—110 lbs. to the cubic foot; tonnage to be carried—18 tons per hour—day in, day out—10 months a year.

The belt he recommended is the 145-foot Goodyear Conveyor that is in operation today with five years of trouble-free service to its credit, and a record of more than 125,000 tons conveyed. It has gone on working amid the prevailing damp with all the unconcern of its moisture-proof construction. Judging by its condition today, Supt. C. C. Collins estimates that this 18-inch, 5-ply, 1/8-inch cover Goodyear Conveyor will stand up just as consistently to six years more of service.

Goodyear Belt performance like this is not measurable in first cost. The Cardiff Company's officials noticed when the G. T. M. figured on their problem that the belt he prescribed cost a little more than other conveyors. But their investment of that little additional secured them a balanced belt, specified exactly to their conveying—an earner and a saver every hour of its life.

The G. T. M. and Goodyear Belts, the idea that squares with your needs and the belt that we build to protect our good name, are available for your conveying and transmission. For further information about the G. T. M.'s services, write to The Goodyear Tire & Rubber Company, Akron, Ohio.

BELTING · PACKING · HOSE · VALVES

GOODYEAR

IS YOUR BUSINESS DIFFERENT ?

Your business IS different because—

It probably has more variable factors than others in the same industry, or—

Your industry may be more complex than others, or—

You may have a very different type of organization and personnel than others, or—

You probably have a greater variety in design, sizes, and styles of products than many, or—

Your sales opportunities may make it more difficult to develop a production schedule than some, or—

You may have more trouble than others in planning an even flow of production, or—

You probably have a greater diversity in kinds, sizes and grades of materials used than others, or—

You may have more difficulty in securing deliveries on your materials than some, or—

You may have more operations, some continuous others interrupted, than many, or—

Your great variety of operations may make it more difficult to secure accurate operation costs, or—

Your methods of manufacture offer more complexities in processing and continuous flow than others, or—

Your labor market may be more unstabilized than some, or—

You may have a greater difficulty than many in maintaining a uniform force of workers—

All of which means that—

Every variable your business includes offers an additional argument in favor of coordination and control, and—

Every combination of these variables furnishes a place for an economic loss if not properly coordinated, and—

The more variables and greater number of factors the greater the opportunity for improvement, betterment, coordination and savings, and—

The greater the complexities and differences from all other businesses the less precedence there is to go by, and—

The less precedence there is the greater the returns which will result from investigation, researches and improvements.

We can show you how Knoeppel Organized Service particularly applies to complex businesses which are different. We have a very brief concise description of this service which we can send you.

WE CAN DESCRIBE OUR PLAN BRIEFLY

"Knoeppel Organized Service"

C. E. KNOEPPEL & CO., INC.

Industrial Engineers

52 Vanderbilt Avenue New York

In this Number

Cover painting by R. L. LAMBDIN

IN the blazing days of summer when collars refuse to stand upright and asphalt grows soggy under foot, your magazine editor figures that his public is in no mood to grapple with ponderous articles of advice and opinion. Therefore he regales them with light and imaginative material. Usually he puts out a "Midsummer Fiction Number."

We of THE NATION'S BUSINESS have always contended that the romances of commerce, presented as they deserved, are as vivid and compelling as any from the pen of Dumas or O. Henry. Last year we backed up this faith with a "stranger than fiction" number. It was so well received that we determined to make the departure a precedent.

For August we present our second "Midsummer Stranger-than-Fiction Number." We believe you will find its realities more fascinating than the imagined tales of fiction writers.—THE EDITOR.

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THE NATION'S BUSINESS

Vol. 8 No. 7

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MERLE THORPE, Editor and Publisher

F. S. TISDALE, Managing Editor JOHN G. HANRAHAN, Jr., Business Manager.

BEN H. LAMBE and J. W. BISHOP, Associate Editors

General Offices, Mills Bldg., Washington, D. C.

Eastern Office GEORGE K. MYERS Woolworth Bldg., New York

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As the official magazine of the National Chamber, this publication carries authoritative notices and articles in regard to the activities of the Chamber. But in all other respects, the Chamber is not responsible for the contents of the article or for the opinion to which expression is given



SKILL

The consistent success of Globe sprinkler, heating and power piping installations is the best evidence of the proficiency that characterizes the Globe organization. From the expert technical ability that marks the engineering analysis, right through to the craftsmanship that distinguishes the final assembly on the job, Globe skill demonstrates its complete mastery.

To avail yourself of Globe construction service, all you need to do is to get in touch with the nearest Globe office.

GLOBE AUTOMATIC SPRINKLER CO.
Dept. 422 Philadelphia, Pa.

BRANCH OFFICES: Atlanta; Baltimore; Birmingham; Boston; Charlotte, N.C.; Chicago; Cincinnati; Cleveland; Dallas; Grand Rapids; Indianapolis; Memphis; Minneapolis; Newark; New Orleans; New York; Omaha; Springfield, Mass.; Syracuse; St. Louis.





Today's Opportunity!

A Message to the Business Men of America

from LORING V. ESTES

The present turning point in industry is both an opportunity and an obligation. It is an opportunity for constructive, national service. It is an obligation to take definite steps toward a return of sound business. It is a time not only for taking stock of conditions but for taking steps to improve them.

Meanwhile, alarmists are busy conjuring up a spectre of panic. If we believe them we are on the brink of a business catastrophe.

Sanely viewed, this predicted peril is largely an erroneous conception of a natural readjustment.

The country's greatest danger lies in submission to this belief of impending disaster. The real disaster we face is inactivity!

The Problems To Be Solved

True, serious problems confront us. These problems—underproduction, high costs and reduced efficiency—menace us while they remain unsolved. They can be shirked no longer. They must be faced squarely and solved *now*.

This requires chiefly coolness, courage and common sense. It is neither courageous nor sensible to do nothing.

Would you drop your oars if you found yourself floating with the current toward dangerous rapids?

Will you stop all progressive activity now and drift with the current or will you increase your efforts to solve the real problems?

Right Management Methods Will Win

These problems are squarely up to *management*. Labor shortage, capital shortage or material shortage can no longer be wholly blamed.

Merely mass production is no longer enough. Production *per man* counts now. Costs are of utmost importance. Selling price can no longer be stretched to cover excessive costs and needless wastes.

Sane readjustment will bring steady improvement. Decline in high prices is merely a return to normal. Those who take positive steps toward such readjustment will be strongly intrenched when supply exceeds demand; when price, not delivery, becomes the controlling factor. Such readjustment will mean increased prosperity when volume of sales and not margin of profit spells success or failure.



LORING V. ESTES

Explanatory Note: Mr. Estes, when recently asked for an expression upon the immediate business problems of the country and their solution, made the accompanying statement. It is so sound and so constructive that the series of advertisements previously appearing in this magazine has been interrupted for its insertion. We feel that Mr. Estes' message will interest every industrial executive and every employee.

L. V. ESTES INCORPORATED

Few executives *know* what their costs actually are. Fewer still know how their costs compare with competitors' costs. Scarcely any know what their costs *should be*.

Most managers know their total production but lack definite knowledge as to their possible—or *potential*—production.

Find out just where you stand now. Get exact knowledge of your costs. *Do something* to correct high costs, underproduction and inefficiency. Use moderation in expenditure and *use moderation in economy*. Common sense will turn this heralded danger into a great opportunity.

Answering the Need for a Survey of Conditions

L. V. Estes Incorporated is in position to make a thorough analysis of present conditions in your plant.

If this shows your business is now on the right basis, the peace of mind afforded by such assurance will be invaluable. If it shows otherwise it will explain how your business may get on the right basis quickly and will estimate the possible gain thereby.

Now, there is time. Six months from today may be too late. Delay will mean continued loss and restricted results when the step is eventually taken.

For Quick Action Send Appointment Coupon

The coupon below will bring the nearest Estes representative, qualified to explain in detail the scope of Estes Service, how it has helped hundreds of concerns solve these very problems and how it can help you. Make request on your letterhead if you prefer.

No obligation incurred.

L·V·ESTES INCORPORATED

INDUSTRIAL ENGINEERS

1503 Century Building
202 S. State St., Chicago

ORGANIZATION · PRODUCTION CONTROL
METHODS AND PROCESSES

ESTES SERVICE

1123 Broadway
New York City

COSTS AND ACCOUNTING · APPRAISALS
INDUSTRIAL RELATIONS

For Higher Standards of Business Management

L. V. ESTES INCORPORATED
1503 Century Bldg., 202 S. State St., Chicago

Without obligating me in any way, I would like an Estes representative to call upon me with full information about Estes Service and the Estes special survey plan.

Firm Name.....

Address.....

My Name..... *Title*.....

The Literary Digest for May 1, 1920

FIGHTING WASTE WITH MOVIES

HOW MOVING PICTURES effected a "painless education" at the plant of the National Cash Register Company is told by Alfred Pittman in an article contributed to *Factory* (Chicago). Many a worker, Mr. Pittman tells us, wastes time and material because he fails to realize the amount of these losses. "Preaching" has little effect, but the visualization due to the moving picture accomplished much. A few months ago, writes Mr. Pittman, John H. Patterson, president of the company, discovered that many practises in the factory needed to be corrected, and made a list of them. They were all wastes of one sort or another. All of them were showed this impressively enough—for any one who was used to statistics. But the workmen were not; they would hardly have read them, much less got the importance of their message. The movie man, therefore, dramatized the figures as an automobile race, done in animated cartoons. There was one month when the car named Production almost—almost caught up with the one named Sales. That was an exciting moment. You wanted, especially if you were a factory man, to see Production go ahead of Sales.

"This was the first scene in the film.

"'The factory must get ahead of the selling force,' the subtitle said.

'Then there was an animated cartoon to show how wastes



DRAWING PAY FOR IT, TOO.
"There are office men who have no use for a newspaper before opening time."



THEY'RE ALL SO INTERESTED!
Sharpening a pencil is such an unusual operation that the workers near by look up to see how it's done.



A LESSON IN MATERIAL-SAVING.
"The hinges are rusty in some men's backs. They drop good stock and do not pick it up."



ANOTHER WASTE OF TIME.
"It must have taken lots of practise to become as expert as these men are in matching nickels."



LAX SUPERVISION ALLOWS THIS.
Crap-shooting isn't productive. "These wastes of time are the fault of foremen and other executives."



SUPPOSED TO BE AT WORK.
"That one long last retouch that costs us many thousands a year." Fifteen minutes after she is supposed to be at work.

Illustration by courtesy of "Factory" Chicago

TIME-WASTERS CAUGHT BY THE MOVIE MAN.

bad for profits. But they were all drafts on the wage fund as well. Many of them were direct deductions from earnings, only the workers did not know it. He decided to try motion-pictures; and the result is a film of a new and significant type. We read:

"Mr. Patterson did not make the mistake of assuming that it would be enough to set a movie operator at work snapping the bad practises he had noticed. The company has motion-picture cameras and operators of its own, but he did not make that mistake. He appreciated that with movies as well as with the human voice there are a good many more wrong ways to tell a story than right ones. And so he employed a man who was skilled in getting messages across with pictures—a scenario expert, in other words—and he made it a point to get one who understood factories and was used to talking (by way of the screen) to workmen.

"This man spent three or four weeks going over the wastes, talking to the men about them, and studying their picture possibilities. By the end of that time he had his scenario. Actual movies, together with animated cartoons, were to tell the story. Then he called in the camera man.

"It happened that production in the factory had for several months been lagging behind sales. The company's most urgent problem was to get output. The figures for the last few months come out of the fund for profits and wages. The profit-sharing plan at the National Cash Register Company has given the workmen an interest in the profits. For that reason they saw the point better in this next incident.

"An empty circle appeared first, representing all the revenues of the company. Then a segment was marked off in it and labeled Equipment and Buildings, showing the proportion of the revenues that went into them; then other segments for Interest Charges, Materials, and so on, until the last segment remaining was labeled Fund for Wages and Profits. Over a part of this last segment was then imposed a shaded area marked Wasted Time, and, following it, another shaded area marked Wasted Materials, showing how both of these cut down the wage and profit fund.

"The point here could hardly be missed.

"'You pay for this lost time' is the next title, and there follows a series of actual shop scenes showing ways in which time is wasted in the factory.

"A man nods at his machine. That really has happened often enough for many of the workers to have seen it.

"There has been a steady rise in output per man at the National Cash Register Company during the last few weeks. Several factors are responsible for this, but the management is satisfied that the picture is one of them."

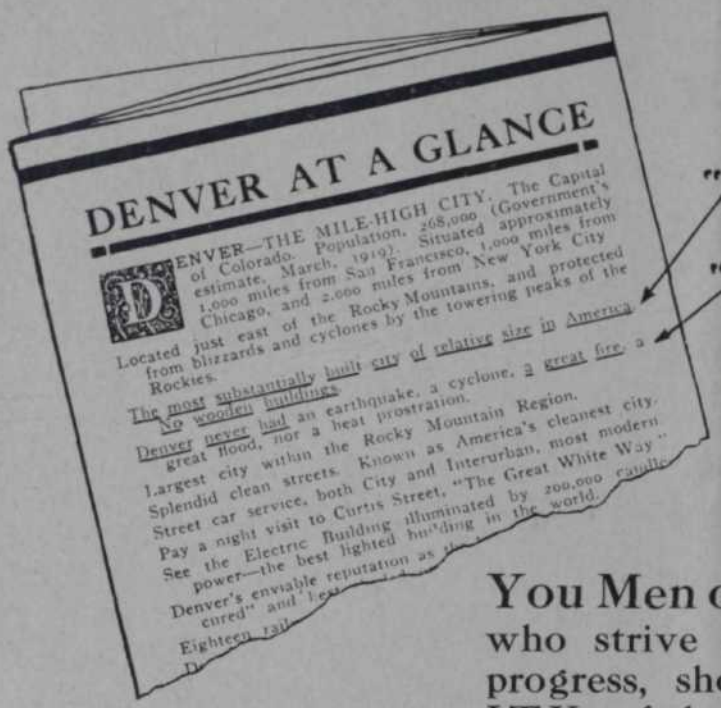
Jam Handy of the Bray Studios

The Bray Studios offer scenarios schemed by Jamison Handy to suit any industrial purpose and expressed in pictures of the highest known quality. Technical Direction by Dean Parmelee, Ben Turbett, Lyle Goldman and Jack A. Norling.

THE BRAY PICTURES CORPORATION

Eastern Studios, New York City Sales Office, 208 South LaSalle St., Chicago Western Studios, Chicago


The New Stenographer
"—and to make your work easy, we use the Royal Typewriter"
A WISE executive provides his typist with the best of typewriters—the "Royal."
Over 95% of the expense of letter writing goes into the pay envelope of the stenographer. Big business does not attempt to economize on the 5% factor to the detriment of the 95%.
The competent stenographer also realizes that clear cut typewritten work is the best asset she has. The perfect press work of the "Royal" pleases her employer and helps her. She feels at her finger tips the elastic response of the "Royal" like something alive, which speeds up the fingers and gets the day's work done without conscious effort.
The Royal typewriter increases production while reducing the cost of typewritten letters.
ROYAL TYPEWRITER COMPANY, Inc.
Royal Typewriter Building, 364-366 Broadway, New York
Branches and Agencies the World Over
ROYAL
TYPEWRITERS
ROYAL
COMPARE THE WORK



"Most substantially built city"

"Denver... never had a great fire"

From a tourists' folder about Denver

You Men of the Chambers of Commerce,

who strive always for city improvements and progress, should be interested in the QUALITY of building in your communities.

You must recognize the connection between subtantial, fire-safe construction and reduced fire loss.

Denver is built of brick. Practically every home, no matter how humble, has solid brick walls. The city limits are the fire limits.

Millions of dollars are saved annually to the citizens of Denver in low fire insurance premiums, fuel economy, low up-keep and repair bills, slow depreciation.

St. Louis, Salt Lake City, El Paso, Philadelphia, Baltimore, Washington, Reading, may make similar boasts, and Chicago has recently legislated against inflammable construction.

Fire prevention methods are essential and desirable but they have not checked the growing fire waste—over $300,000,000 in property burned in the United States in 1919.

Brick buildings, from the small cottage to the sky scraper, are most economical to erect and maintain. Brick is a local product, made with local labor and its consumers' price does not include high transportation cost. It gives greatest value, is within the reach of every builder and there is no excuse for not building with everlasting fire-safe brick.

Working drawings and specifications for small brick houses available.

To aid the home builders we have had prepared for us by competent architects, complete working drawings for 35 houses, bungalows and cottages, including a few two-family types. These are not "stock" plans, but genuine blue prints, thoroughly practical and workable. Each plan gives quantities of masonry materials and labor.

These 35 houses are illustrated in "BRICK for the Average Man's Home". Exteriors in color, floor plans, interior views, instructions for getting the working drawings and specifications. The book sent postpaid for $1.00. Money refunded if not satisfactory.

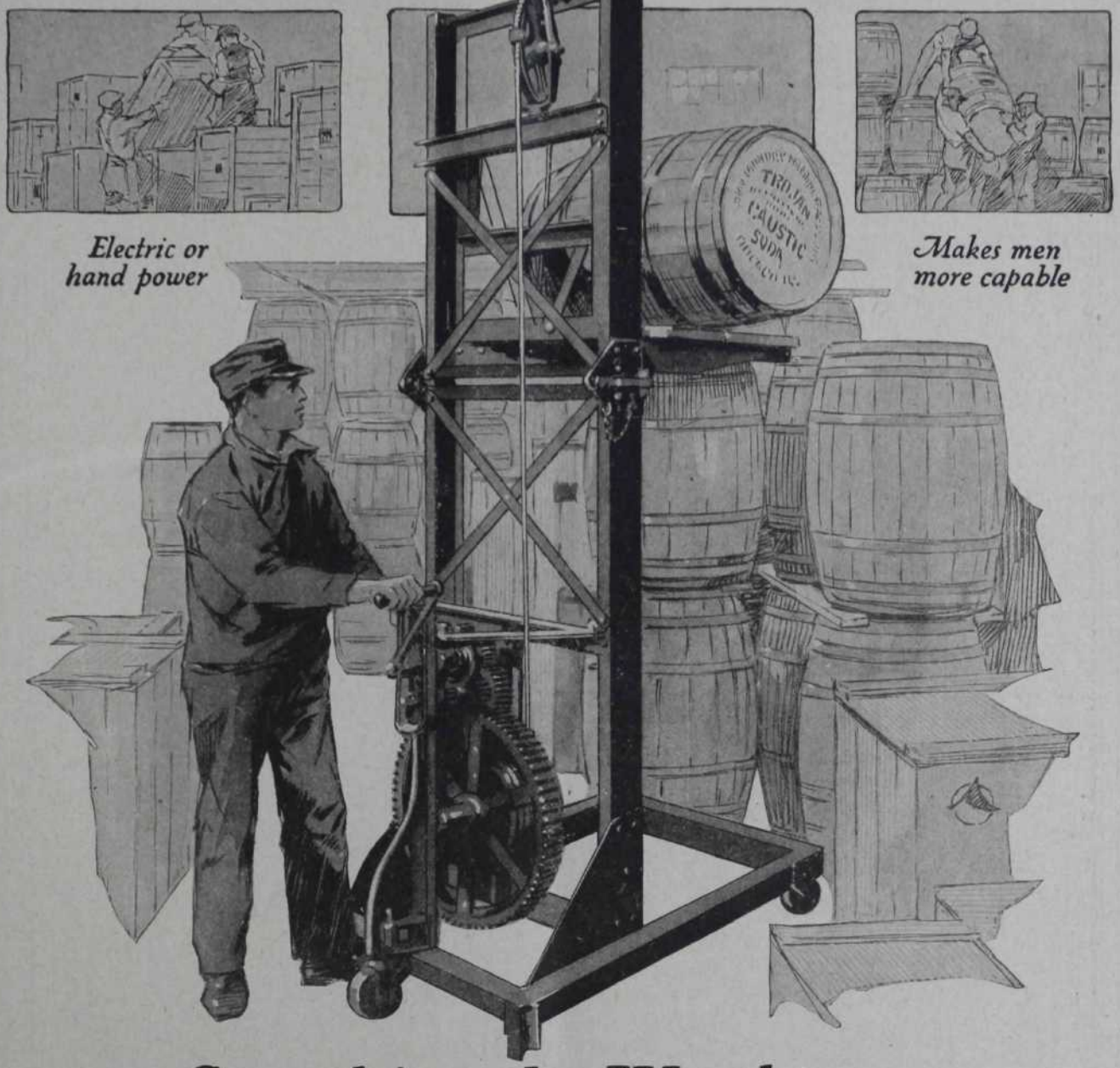
For the contractor we provide "BRICK How to Build and Estimate,"—a practical hand-book and manual, detail architectural drawings, tables for arriving at quantities of material and labor, full information about mortar, bonds and joints. Special price $1.00, builders 25 cents postpaid.

This National Educational Campaign is sustained by the Common Brick Industry of America, address the Secretary-Manager, 1310 Schofield Building, Cleveland, Ohio, U. S. A. Make checks payable to the Secretary-Manager.

NOTE:—Send today for the book in which you are interested. You may also get helpful information from the manufacturer in your locality who stamps his brick with this trademark—your guarantee of quality.



For Beauty *with* Economy
build with Common Brick



Stretching the Warehouse

"TWO-HIGH" was once high enough—as high as men could lift the heavy barrels. The space above was wasted—a dead loss, for the unused space cost just as much as an equal amount put to use.

Figured on present costs, no one can afford to waste *any* space. *Stretching* the present available space is the solution offered by Economy Storage Engineers.

More than a hundred different lines of industry have already stretched their storage space by the Economy System. Our free booklet, "Economy in Storage," may show a way to stretch your warehouse.

The ECONOMY SYSTEM

ECONOMY ENGINEERING COMPANY
2659 West Van Buren Street, Chicago, U. S. A.
BOSTON NEW YORK PHILADELPHIA DETROIT ATLANTA SAN FRANCISCO

How much space are YOU *wasting?*

ECONOMY PORTABLE ELEVATORS
and STORAGE RACKS



WHITE *has the* OWNERS

THE real merit of a motor truck is strongly reflected in its owners. The Annual Roll Call of White fleets in actual service is graphic proof of the most remarkable truck ownership in America, as remarkable for the quality of that ownership as for its extent and steady growth from year to year.

The Roll Call, including only owners of 10 or more White Trucks, lists 350 concerns with a total of 12,674 Whites. All together there are 3,691 White Fleets comprising 40,919 trucks exclusive of single-truck installations.

Behind it all there is one decisive reason: White Trucks do the most work for the least money.

THE WHITE COMPANY CLEVELAND

THE NATION'S BUSINESS
A Magazine for Business Men

VOL. 8, NUMBER 7 JULY, 1920

Mr. Deterding and the S. O.

A mighty good fight is on between the oil giants of America and Europe—the outcome will touch our lives and industries through many vital commodities

By GEORGE T. BYE

London Correspondent of The Nation's Business

FOUR YEARS AGO the United States Bureau of Mines issued a bulletin which read in part as follows:

"It is significant that President Runciman, of the Board of Trade of Great Britain, in the House of Commons said in the course of an address on January 10, 1916, that the future policy of Great Britain would be not only to control the coal of the world, but the supply of oil as well.

"We have been officially put on notice, and it needed but this culminating bit of testimony to prove a case already understood by thoughtful students of the petroleum industry."

The president of the Board of Trade is a member of the British Cabinet.

When vessels depended on sail-power the ships of America were on every sea. When steam came in the British government, acting in unison with British enterprise, established coaling stations along the ocean routes and British industry and British commerce flourished. Through coal Great Britain held mastery of the seas.

The age of coal is passing. The age of oil has dawned.

America produces 65 per cent of the oil of the world today. Her priceless possessions of oil have been open to other nationals to exploit. America's wells are now showing the first sign of waning. With this comes the shock of knowledge that America is shut out or likely to be shut out from much of the undeveloped oil territory of the earth.

The oil industry practically is an American creation. Until 1860 petroleum was used principally in medicinal preparations. Today there are 250,000 producing oil wells in the United States. Petroleum and its by-products enter into unnumbered uses. Petroleum stands today as power on land, on sea, under the sea and in the air.

Up to January 1, 1920, there had been 4,975,863,000 barrels of crude oil marketed in this country. The United States Geological Survey estimates there remains 6,362,281,000 barrels in the earth in this country. The United States production in 1919 was 377,719,000 barrels, while the consumption was 436,000,000 barrels. About 55,000,000 barrels were imported, mainly from Mexico.



No wonder gasoline is getting scarce and high. The United States has more than 7,500,000 automobiles. California boasts one machine for every six people. The state could climb into its motor vehicles and move out in a single load—if you can imagine anyone moving out of California.

There would be 15 years' supply to draw upon if American consumption remained as at present. But the uses and demands for oil increase amazingly. Oil products now enter largely into hundreds of industries. As fuel, as power, oil's possibilities are illimitable. Today the automobile and the motor truck require gasoline to the extent of 50,000,000 barrels a year. The internal combustion engine has been made possible by oil. Oil is the power for the locomotives of various railroads, and the navies of the seas, as well as merchant marine, wait only for surety of supply of oil to abandon coal as power.

No Doubt About the Shortage

TODAY the shortage of oil is so manifest that appeals are made nation-wide to economize in its use. Its price has advanced and threatens to go much higher.

Meanwhile the oil men of other lands, and particularly Great Britain, backed up by their governments, are scouring the world for oil.

A new Rockefeller, a daring and aggressive Rockefeller, has come out of the East. A young man born in Holland, went out to Batavia, in Java, some years ago, and obtained employment in a bank. In 1890 a Dutchman named Kessler incorporated at the Hague what was termed the Royal Dutch Company, for the working of petroleum wells in Netherlands, India. Considering the length of the title the company was small in comparison. Kessler had some oil lands in Borneo. Now, the oil of Borneo is not particularly good, but Kessler managed to make the property pay. Needing an assistant he engaged the young bank clerk, whose name was H. W. A. Deterding.

While Kessler busied himself in Borneo, Deterding looked after the office in Batavia. In 1896 Kessler died. The shareholders back in Holland put Deterding in charge. He did so well that after a few years he was appointed general managing director.

At that time Standard Oil controlled the trade of China and most of the Far East. It was reaching out constantly and had the advantage of immense capital, a complete organization and a resolute policy. Deterding had many handicaps. His oil not only was inferior to that of the Standard, but he had other rivals to combat. In addition he had to depend on whatever craft he could obtain to transport his oil to new markets. Somehow he made progress. He was a terror to his competitors. His oil was cheap and he went after the cheap trade. His rivals fought him for a time but they lost so much in the operation that they resigned the cheap trade to him. This was so big that he prospered.

Six years after he was put in charge of the company he entered upon a by-deal—a big deal for that time. It was for the transportation of his oil by the Shell Transport & Trading Co., of London, and the Asiatic Petroleum Company, owned then by the de Rothschilds, of Paris, to distribute his products.

Those who know him say Deterding is Napoleonic in his tactics and strategy. He must be a wonder, for within four years he managed to effect a merger of the Royal Dutch and the Shell companies, by which the two combined their assets and then turned themselves over to the Bataafsche Company and the Anglo-Saxon Petroleum Company.

Deterding was coming up.

It was inevitable that the Royal Dutch

Shell and the Standard Oil should clash. Deterding was eager to break into the rich market of China. The Standard had it completely. Someone at 25 Broadway had grasped the possibilities of China and fired the imagination of Mr. Rockefeller. As a result, the Standard Oil had put through in China one of the most brilliant and picturesque trade compaigns in history. In the broad expanse of the United States 110,000,000 persons live. In crowded China 400,000,000 live. Generally speaking there was no light after the sun went down in China, and all China went to sleep when the chickens did.

The company, in order to change in a day, so to speak, the custom of ages, had to do something unparalleled. It did. It had a simple lamp made. Upon the making of that lamp the best thought was given. When it was perfected orders were given for the manufacture of the lamp by the tens of thousands. They christened the lamp Mei Foo, which means good luck, and gave these simple lamps away at first, and after they had won favor sold them at bare cost.

In ten years the sale of kerosene rose from comparatively little to 125,000,000 gallons. Today the company sells on an average 2,000,000 lamps a year.

Tin Cans of High Standing

THERE are parts of China where the Standard Oil can is the standard of measurement. The liquid treasure that has gone across the Pacific and Atlantic in Standard Oil vessels to fill those lamps exceeds $100,000,000.

But that does not measure the worth. The Standard Oil opened the way for other American products. China has been very grateful to the Standard. Whatever else has been said of Standard Oil no one has accused it of foisting poor goods on its customers.

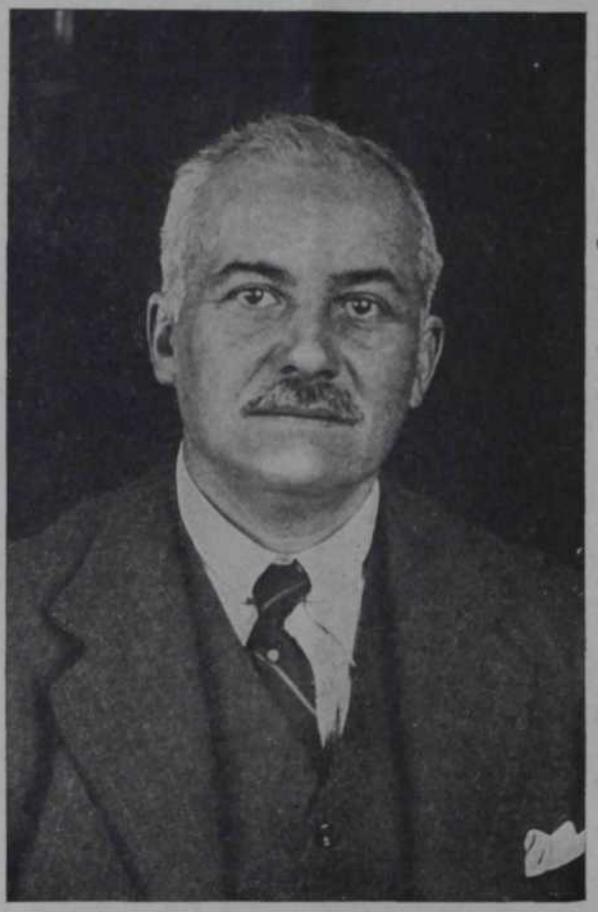
The measure of the audacity and strength of Deterding may be imagined when it is said he gave battle to Standard Oil in China and won a foothold.

Deterding is known as well in Paris and London—better perhaps—than in New York. He allied himself early in his operations with the de Rothschilds, of Paris. Later he became associated with Sir Marcus Samuels, of London. Samuels has risen from a struggling oil broker to be a power in British finance.

Before the dissolution of the Standard Oil Company the elder statesmen of that gigantic corporation, having organized their business to a stage of perfection never attained by a large industrial body before in all history, looked beyond America for new markets and new fields to conquer. In the group of elder statesmen were the Rockefeller brothers, Rogers, Archbold and others. They had built up a great trade in foreign lands. They had made Standard oil the Light of Asia. They had their eyes on every known oil field of the globe. Their agents were in every land. They thought and planned in terms of years. They had the tremendous power of unlimited wealth, prestige and experience. They were American in spirit. They blazed the way for American trade in far distant lands.

The decree by which the great organization was dismembered was a great shock to them. The danger of criminal prosecution, in case the order was violated in letter or spirit, was real. They believed the court order meant the destruction of their property, or at least, the radical curtailment of profit.

It is stated by those in position to know, that John D. Rockefeller announced the Government's order must be obeyed to the fullest; that there must be no evasion of any kind and that nothing should be done that would in any way lay a basis for the belief that the Standard Oil dissolution was not real. From the Supreme Court decision to the present it is said John D. Rockefeller never has been at No. 26 Broadway, except on two occasions.



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This is Mr. Deterding. The oil genius of Europe is so little known in this country that we couldn't find a photograph of him in New York. His name does not appear in the British "Who's Who." Yet his interests are world-wide.

The automobile, the use of oil in locomotives, in stationary engines, in sea craft and in various other fields developed in a way to astound them. Instead of being weakened by being cut from the parent body the various parts of Standard Oil took on new life, found new fields for their products and had a prosperity such as was undreamt of.

But one thing the decree did that was of incalculable injury to America. It destroyed the thinking machine of the Standard Oil, the body that thought in terms of empire and world power for American Oil. The decree discouraged the spirit of enterprise, the enterprise that envisioned the world.

The break up of the Standard Oil gave opportunity to Deterding such as he never had before. With the aid of his British and French bankers he started to make the Royal Dutch Shell a world embracing organization. He has succeeded. It has big oil properties in many lands. It has oil stations along all the sea lanes.

The company's American holdings are big. It has some of the largest producing wells in Oklahoma and a pipe line from Healdon to St. Louis, where it has a big refinery. It has great oil properties in California with a big refinery at San Francisco. It has the biggest oil refinery in the world on the island of Curacoa. It has oil stations at the Panama Canal, at the Suez Canal and at all ports of call of consequence in the Indian Ocean, along the African coast and at some points in South America.

Deterding has become a British subject and his company, while Dutch in name, is British in fact.

If you want to graph the magnitude of his organization look at this list of his properties:

The Royal Dutch (capital and surplus), 140,000,000 florins; The Shell Transport Co., $50,000,000; Bataafsche Petroleum, Matts., 140,000,000 florins; Anglo-Saxon Petroleum Co., $40,000,000; Sumatra, Palembang (a producing company in Sumatra), 7,000,000 florins; Moera Enim (producing company in Dutch East Indies), 7,500,000 florins; Moesi Ilir (producing company in Dutch East Indies), 4,800,000 florins; Ceram Petroleum Mpij (holding company), 2,015,000 florins; Dordtsche Petroleum Industrie Maatschappij, 18,000,000 florins; Dordtsche Petroleum Co. (producing company in Java), 15,460,000 florins.

In Roumania

Consolidated Dutch Petroleum Co., 13,189,000 florins; Astra Romana, 60,000,000 lei.

In Russia

Bnito and Mazout Companies, 22,000,000 rubles; Nouvelle Societe Standard Russe, 12,000,000 rubles.

Sales and Transport Companies

Asiatic Petroleum Co., 7,500,000 rubles; European Petroleum Union, 37,000,000 marks; British Petroleum Co.; Homelight Petroleum Co.; Soc. Italiana Importozione Olii; Norsk Encelska Mineraloljieakiebolaget; Svensk Encelska Mineraloljieakiebolaget; Shell Marketing Co.; British Tanker Company; Nederlandsche Indische Tankstroomboat, Mit.; Nobel Bros.; German Petroleum Co.; Steaua Romana; Burmah Oil Company; Turkish Oil Co.

In British Possessions

Anglo Egyptian Oil Fields Co. (a producing company with drilling rights over 250 square miles of land); United British West Indies Petroleum Syndicate; United British Oil Fields of Trinidad; United British Refineries; British Imperial Oil Co.; British Imperial Oil Co., of South Africa; British Imperial Oil Co., of New Zealand; Kotokie Oil Fields Syndicate, Ltd., of New Zealand; Sarawak Concessions Co.

In North America

La Corona Petroleum Co. (owner of 820,000 acres of oil territory on the Panuco River, Mexico; The Hague Association (holding company for the American Roxana Co.; American Roxana Company (a producing company of Oklahoma with pipe line to refinery in St. Louis), $60,000,000; The Shell Company of California, $35,000,000; California Oil Fields, Ltd.; Turner Oil Co., California; W. K. Oil Co., California; Valley Pipe Line Co., $10,000,000; Simplex Refining Company, $2,000,000; The Venezuela Company; Panama Canal Storage Company.

The Royal Dutch Shell produces 8,000,000 barrels annually in the United States.

It can be said with assurance that the British government is back of the Royal Dutch Shell, just as it is back of Lord Cowdray in his oil operations.

Why should the British government support and encourage private enterprise, as represented in the oil industry, to go far afield and embark in big adventures such as those of petroleum? Because the British statesmen looking ahead, think and plan nationally. Back of British world enterprise is British opinion, British money and British power.

But Is the Battle Lost?

There's a shortage of oil—but America is not asleep at the pipe line and there are reasons for discounting the statements of London gentlemen who have stocks to boost

By A. C. BEDFORD

Chairman of the Standard Oil Company of New Jersey

WE AMERICANS have always prided ourselves on being men of vision, quick to recognize the significance of changes in trade winds as well as in political developments the world over, but our complacency in this respect has received somewhat of a jolt in recent weeks from an unexpected source. It has remained for unimaginative but practical Britain to see, as a nation, the clearly marked tendencies in the oil business, though those of us who are closely connected with the business have realized them for some time past.

While we, in this country, have rested in fancied security in the possession of some two-thirds of the world's petroleum production our stolid, phlegmatic, but wide-awake cousins have been actively bent on getting a mortgage on much of the potential production, not only outside but inside the United States. So securely entrenched do they feel themselves now that they have taken to commiserating us on the distress we shortly are to feel when we cease to be the preeminent petroleum nation and begin paying tribute to their foresight.

This somewhat melancholy introduction is prompted by an article which has just been given wide circulation in the American press, purporting to give the views of Sir E. Mackay Edgar on the distribution of known available oil lands throughout the world.

This is not his first appearance as a prophet on petroleum, and we must admit that his views, as given public expression from time to time, have the merit of consistency not often found in successive predictions. But they should be accepted only with a full recognition of the fact that he is a British financier with large holdings in British oil companies, and it is, therefore, only natural to expect that his views were made with due regard to the effect they might have on the market for British oil shares. We must attach more weight to them however, than would be the case if he stood alone, by reason of the fact that other men in British public life have expressed similar views.

Sir Edgar boldly asserts that Great Britain already has control of the chief petroleum resources of the world outside of the United States, making the British position impregnable. All the known oil fields, all the likely or probable oil fields outside of this country are in British hands or controlled by British capital, he tells us. He offers the cheering prediction that in ten years' time, we, in this country, will be importing 500,000,000 barrels of oil a year, and paying annually on account at least $1,000,000,000 into British hands.

In my position as chairman of the Standard Oil Company (New Jersey) I would be confessing negligence in office were I to say "Amen" to this conclusion. Our situation will not be as bad as that. At the same time, it is no use disguising the fact that, in a way, the United States has been caught napping in this matter of safeguarding future oil supplies. While we have been clamoring for government investigations of this, and that, the results of which make a one day's sensation and accomplish little more, the British have been eagerly extending every possible aid to any of their nationals seeking to advance Britain's commercial position.

Our economic education has been developing under forced draft since the armistice, and there are hopeful indications that we are at least beginning to realize that if we do not look out for ourselves, eventually we will have nothing to look out for. We are learning that, in truth, charity does begin at home, and that while we have been concerning ourselves over the economic future of every nation in the world but our own, things have not been going as they should under our very eyes.



It is estimated that more than 40 per cent of our oil deposits has been consumed.

We are learning that petroleum has a wider significance than the source from which comes the gasoline that drives our cars. We are at last sensing what the British recognized long ago, that the country which controls the petroleum supply is the country which will control world trade.

I am optimistic enough to believe that the time is rapidly approaching when the cry of the people of the United States will be for co-operation between the government and our industries in place of antagonism. I particularly hope that public opinion will demand cooperative effort looking to the extension of our holdings of oil lands, lest we be caught in the position of a petitioner for oil in foreign markets at a time when, for military or commercial reasons, they will be loath to supply us.

Our position is not nearly so secure as it ought to be. The United States Geological Survey estimates that of all the oil originally underlying the surface of the ground in this country, more than 40 per cent has been produced and consumed. We have been consuming more petroleum than we produce. There is above ground in the United States reserve stock sufficient for only about three months' needs, and we are slowly eating into this slender margin of safety.

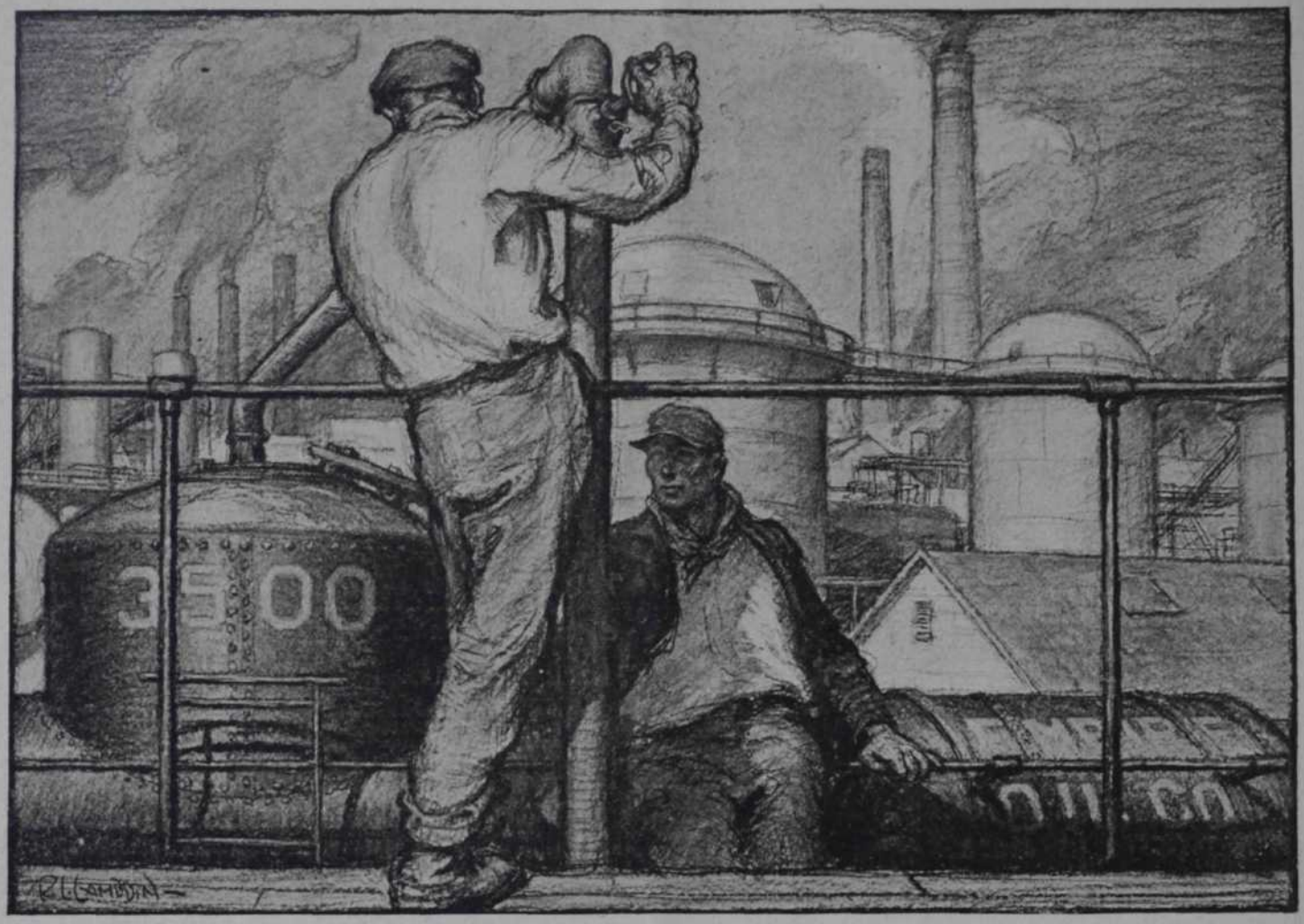
We imported from Mexico last year 55,000,000 barrels of oil; we ought to get about 80,000,000 barrels in 1920, but we need more than that. There has not been a day in recent months that has not seen vessels tied up along the Atlantic seaboard losing valuable time through inability to obtain bunkers of fuel oil.

We produced in the United States last year some 376,000,000 barrels of oil. We need this year 38,000,000 barrels more than the total of our own production and imports in 1919. Five years from now we will require 650,000,000 barrels, or an increase of 220,000,000 barrles over last year. I am figuring this increase in consumption on the average increase of about 8½ per cent per annum during the past thirty years. The estimate is probably conservative; for the rapid multiplication of uses of petroleum products has made the rate of increase much more rapid in late years.

Not only must we prosecute drilling operations in the United States more vigorously, but we must materially add to our imports from other countries to keep abreast of the demand that is upon us today.

The War Woke Them Up

YOU may think that I am too close to the oil business to have a true perspective, but my views are more than substantiated by the expressions of those not associated with the petroleum industry. It was due to the war that European countries woke to the necessity of securing an adequate supply of oil, for 80 per cent of the oil requirements for war purposes came from the United States. In 1918, 2,628,961 tons of fuel oil alone were shipped from the eastern seaboard of the United States for the use of the Allied navies in Europe and in the same period over 1,000,000 tons of spirit and other petroleum products were



By pipe line, tanker and tank car, American oil has gone forth to light dark rooms in China, and to turn the gears and wheels of commerce. Furnishing energy for automobiles is but one of its main tasks. We now produce 65 per cent of the world's supply. But demand has already overtaken supply, which means either the discovery of unsuspected fields or importation from abroad.

shipped, entailing some 500 tank steamer loadings.

You may have read the statement of Capt. Paul Foley, director of operations of the shipping board, that the future supply of fuel oil for American vessels is seriously endangered through control of portential production by British interests. I will quote:

"The essential facts as regards production are, first, that whereas 65 per cent of the current petroleum production of the world is being drawn from the United States, practically all of the visible future production of the world is under the control of Great Britain. Second, that whereas the production in the United States is available to all other nations on equal terms with our own, that under the control of Great Britain, and located in the middle area of the world, is available only to British nationals. American citizens were excluded from the Burma producing fields in 1884, pursuant to an order signed by Queen Victoria, and the principle then established has been consistently followed as new fields have been developed.

"The practical effect of this restriction is that while British ships can bunker in the ports of the United States and the Carribean on equal terms with American ships and British requirements overseas obtain from the nearest producing center, American requirements overseas can only be obtained at British terms and must reflect the long haul from the American and Mexican seaboards."

It is in view of this situation that Secretary Payne, in recent letters to the Secretary of the Navy and the Chairman of the Shipping Board, pointed out the enormous increase of oil consumption over the production in this country and said it would be "wise to note this and to prepare." It is none too soon to adopt a comprehensive program for the safeguarding of our oil requirements ten years hence. If laws on our statute books handicap American companies while favoring foreigners we should change the laws, always having in mind a proper protection of the public interest. All the American oil industry wants is a "square deal": By that I mean the same freedom of action to obtain production, no matter where it is located in the world, as the nationals of other countries have to develop or obtain production here in the United States. We do not ask for restrictive legislation on the part of our government, but rather that their entire efforts should be directed along the lines that petroleum is an essential product and that the nationals of all countries should have full freedom and opportunity to develop it no matter in what particular country it happens to be found.

The present is not the first time the oil industry of this country has been faced with such a situation. Time and again the outlook for crude has been dubious and critical, only to be followed by discoveries of new sources of supply such as the West Virginia, Ohio, Illinois, Kansas and Oklahoma and California fields and, later on, vast quantities of oil in Mexico.

A man who was selling oil stock was asked if there were any indications of oil where his company was drilling. "Indication!" he said. "Why, I should say so. We have 3,000 acres leased, have a standard rig up, have 300 feet of casing on the ground and more ordered, have our company organized and incorporated and 1,000,000 shares of stock printed, have opened offices in three cities, have 200 people selling stock, are only 40 miles from a pipe line, and there was no oil found in those other wells about there, so it must be in our well. Oh, we have plenty of indications. How many shares do you want?"

I am naturally an optimist; in fact, if one is not an optimist, he should keep out of the oil business and possibly the export business, so I personally do not feel there is going to be a famine in gasoline and other petroleum products in this country. I quite agree, however, with the recent statement of the acting director of the Bureau of Mines of the Department of the Interior, Mr. F. G. Cottrell, that while the gasoline situation appears to be in an acute stage in California, the same situation does not apply to the rest of the country and there is no need for alarm for some time to come.

There may be, a possible shortage at some points before the summer automobile touring season is over, which is the time of the peak load of gasoline consumption. The fact is, that there is a shortage of crude just now which means that the least essential uses of oil must be curtailed. Production in the United States has for a long time been close to what

must continue to be the peak, unless some new field of importance is discovered.

It is obvious that the United States could not hope to continue for very long to be self-sufficient in the matter of petroleum supplies. He who runs may read the inevitable result of the tremendous increase in the output of motor cars, trucks and tractors, the growing tendency to displace coal with oil under boilers and the manifold new uses found for petroleum derivatives on the one hand and a fixed production of crude on the other hand.

From 1909 to 1918 there was an increase of 1700 per cent in the number of cars and trucks on the highways, while in the same period the output of gasoline increased 560 per cent and the amount of crude oil produced by only 95 per cent. As near as any one can estimate, we had 7,500,000 motor vehicles in this country at the end of last year, and the trade says there will be between 9,000,000 and 10,000,000 at the end of 1920. The oil companies are providing for increased oil importation in the building of a large fleet of tankers, and are bending every effort to increase their holdings of oil fields in other lands outside of the United States. But they cannot do this alone. It is a matter in which great nations, as well as our own, are interested and behind the oil companies must stand the people of the United States and the government.

Our greatest ally in building up this country's position in foreign oil fields should be the government. It should be, but it has not been. American capital is not timid; we are willing to take chances with anybody else in any part of the world, but we ask support from home It is not right to send men and dollars to a foreign field with every line of communication to Washington cut off.

What is the situation today in these foreign fields? In Mexico, Colombia, Venezuela, Peru and elsewhere? Different American companies are struggling single-handed against special discriminations, because in the past this government has not worked with them. It is idle to talk about the need for outside production if we are not prepared to stand by the producers. All sorts of exactions are applied to Americans from which our British friends seem to enjoy immunity. The reason is that when a foreign government treats a British subject unfairly, it feels the iron fist within the glove of British diplomacy.

American dollars will go into any fields where there is the remotest possibility of getting oil, if the State Department will tell the companies what its policy toward them will be after they get established.

I am speaking for all of the American companies when I say that we are not getting a square deal in foreign lands. It is a humiliating fact that American capital today is forced to operate under British charters in many foreign fields because of the protection it can gain thereby. I hope that by recognizing unpleasant truths we can awaken public conscience to the folly of preaching aggressive foreign trade policies, and at the same time advocating a hands-off attitude on the part of our government.

I hope the government some day will clearly define a policy for fostering and protecting our foreign trade, a policy that like the Monroe Doctrine, will become traditional and have a continuity from administration to administration, a policy based on the protection of Americans' lives and American rights abroad.

I confidently believe that the history of the petroleum industry in America will again repeat itself and that the higher crude oil prices now prevailing will stimulate production and bring into existence new sources of supply which supplemented by the importation of crude developed, I hope by American companies with American capital, protected and encouraged by the government of the United States, will ultimately overtake the increasing consumption.

A Comparison in Hospitality

Citizens of all nations are allowed to exploit the oil resources of the United States on an equal footing with ourselves—And how do they treat us in return?

WHILE the stores of petroleum in the United States and its possessions are open almost without restriction to the prospectors of the world, other nations are guarding with jealous care their own resources for development by their own nationals.

Recently the United States Senate asked the State Department for a complete report as to restrictions imposed on Americans in the principal countries of the world. The State Department's reply reveals the extent to which American searchers for the precious fluid of commerce are barred from operations in other lands. The situation is set forth as follows:

"The State Department has endeavored systematically and promptly to secure detailed information regarding injuries to particular American interests resulting from the alleged discriminatory enforcement of these restrictions in foreign countries, with a view to making representations to these foreign governments when the circumstances would seem to warrant."

The only legislation enacted by the United States Congress suggesting restriction in the operations of foreigners in this country is found in the recently enacted oil leasing law, which, with respect to the public domain, after specifying that the lands shall be subject to operations by corporations organized under the law of the United States, declares that "citizens of other countries, the laws and customs and regulations of which deny similar or like privileges to citizens or corporations of this country shall not . . . own any interest in any lease acquired."

Restrictions imposed on aliens by the principal foreign countries are given by the State Department as follows:

British Empire—In general, each dominion and colony has its own legislation on the subject of the petroleum industry. The policy of the British empire is reported to be to bring about the exclusion of aliens from the control of the petroleum supplies of the empire and to endeavor to secure some measure of control over properties in foreign countries. This policy appears to be developing along the following lines, which are directly or indirectly restrictive on citizens of the United States.

1. By debarring foreigners and foreign nationals from owning or operating oil producing properties in the British Isles, colonies and protectorates.

2. By direct participation in ownership and control of petroleum companies.

3. By arrangements to prevent British oil companies from selling their properties to foreign owned or controlled companies.

4. By orders in council that prohibit the transfer of shares in British oil companies to other than British subjects or nationals.

Australia—No contract, under the war precautions act, for the acquisition of any mining business or of any interest in such, or of any security issued by a mining company shall be made by any other than a natural born British subject without the written consent of the attorney general.

British East Africa—Under the laws of this protectorate all aliens would seem to be barred from the development of petroleum.

Uganda—The general rules and regulations governing the development of mineral resources do not apply to mineral oil prospecting, which may be carried on only under special license and in defined areas.

German East Africa (occupied)—Under British rule no mining department has as yet been organized and all prospecting for minerals in this controlled territory is at present forbidden by proclamation.

British West Africa—No concession with respect to mineral oil is granted and no assignment of any such concession shall be made unless the grantee or assignee shall be a British subject or company. The company must be controlled by Britishers.

Canada—Under orders in council any company acquiring a lease must be registered or licensed in Canada and must have its principal place of business within the dominion.

British Guiana—None but British subjects are granted mining concession rights.

British Honduras—All mines of mineral oils are reserved to the crown.

India—American companies are expressly forbidden from doing business in Burma, by proclamation signed in 1884 and a blanket concession of 99 years was given the Burma Oil Company.

British West Indies—General restrictions.

France—The French government exercises wide discretionary powers in granting of concessions. This makes possible discriminatory practices but there is no evidence of its operation against the United States. The situation is the same in the French colonies.

The Netherlands—Prospecting licenses and concessions are granted to Dutch subjects, inhabitants of the Netherlands and possessions and to companies incorporated under the Dutch laws, having on their boards of directors a majority of Dutch subjects. American companies for many years have endeavored unsuccessfully to obtain leases in the Dutch archipelago. The Royal Dutch Shell Company has a complete monopoly.

Japan—Foreigners would seem to be restricted in the development of petroleum by the Japanese mining law.

Bolivia—All oil lands belong to the state except those already taken up. It is believed there are no restrictions against foreigners.

Costa Rica—There is said to be no distinction between natives and foreigners.

Colombia—Aliens have the same rights as natives where such rights are secured by treaties, or where the aliens' national laws give reciprocal rights to Colombians.

Dominican Republic—There are no legal restrictions between citizens and aliens.

Equador—No restrictions.

Guatemala—Restrictions are laid on all aliens.

Mexico—The government reserves the right to impose on private property such limitations as seem in the public interest, as well as the right to regulate the development of natural resources. Only Mexicans have the right to acquire ownership or to obtain concessions. The government may grant the same right to foreigners if they agree to be considered Mexicans with respect to such property.

Persia—Citizens of the United States are generally excluded from petroleum development in Persia, where the Anglo-Persian Oil Company has exclusive rights granted in 1901 for sixty years.

The World of Business Affairs

Russia Now Seeks a Way Out

A RUSSIAN OFFICIAL has been in England talking trade. In leaving Russia he acted with premeditation. He began his plans for the visit several months ago.

A grey-haired, grey-bearded, well set-up man of around fifty, this official is said to be purely Russian in origin and is often described as the only efficient technical man in the group recently at the head of things in Moscow. Before the soviet regime came into power he was by profession a successful engineer, representing German interests, and by avocation was a consistent revolutionist, getting exiled to Siberia, running secret printing presses, and otherwise pursuing the orthodox ways of the folk who were against the government.

When told by correspondents of British papers that he is considered pro-German when considering Russia's industrial requirements, he does not deny it, but explains his attitude on the ground that Germans were always more ready than others to meet the buyer's necessities. For the present he apparently sees no chance of getting industrial equipment from Germany, saying that technical men are the only exports Germany can today supply. It would seem to follow that for machinery he looks to England and the United States and for technical experts to Germany.

First of all he seems to seek locomotives. In April he said he was willing to pay gold for them. Rehabilitation of means of transportation seems to be the first item in his program. But locomotives are not all. He wants rails and mills to roll them, cars and plants to build them. Apparently he even thinks of making contracts for construction of railways, for opening and operating coal mines.

In payment he talks of concessions. Thus, a railroad builder would get his pay in opportunity to exploit forest lands, and a foreign coal-mining company would get a right to export coal, giving a part of output to the government. In operating in Russia the foreign companies would have to observe Russian labor laws and Russian laws respecting conservation of resources.

Transport is a great thing, in peace and war, as has been amply attested over many a century. If anyone still has any doubts he might consult the matter-of-fact Russian engineer-revolutionary who has been in London beckoning for the return of capital to his communistic domain because, possessed of large supplies of raw materials, he cannot utilize them through lack of the transport facilities which can be provided only through the product of self-denial, frugality, and thrift upon somebody's part.

Khaki and Kilts for Currency

KHAKI has its drawbacks, from the point of view of the natives of Africa. Cast-off uniforms from the rest of the world are the currency exchanged for much of the ivory, rubber, and other wealth of the dark continent. Usually an industrious African can exchange the products of his toil for frock coats and fancy waist-coats. But there is no cast-off civilian clothing in these days, and the best an African can do is to trade for khaki, with an occasional chance for a highland kilt that has decorative possibilities. He even manifests some signs of social unrest because the British army was not thoughtful enough to go through the war in scarlet.

Poison, Pelts and Prices

STRYCHNINE and rabbit skins have a connection which, to the layman, is not immediately obvious. As the raw material for hats, rabbit skins have advanced in price in the United States. This price is reflected in the markets of Australia, where rabbits are at once a pest and a source of wealth. The eagerness on the part of Australians to kill rabbits has jumped the price of strychnine in Australia so as to cause loud complaints regarding this factor in the local "cost of living."

Sliding Scale on Bonds

A SLIDING SCALE is England's latest experiment in fixing interest on government bonds. The latest British issue, placed on sale at the beginning of May, pays a minimum of 5 per cent, but the rate is increased over this sum according to the rate the government pays for short-time loans. If its short-time rate is between 5½ per cent and 6½ per cent the rate on the bonds becomes 6 per cent, and if the short-time rate exceeds 6½ per cent, the bond rate goes to 7 per cent. Under this scheme, the bonds for the first half year pay 7 per cent.

Protecting the Home Wine Press

PROHIBITION as a means of dealing with an unfavorable rate of foreign exchange attracted the attention of an Italian statesman in the spring. He declared he was ready to impose complete abstention on his countrymen in order that Italy, the mother of wines, might export more of her premier product, and thus get the wherewithal to buy foreign materials which the country needs. There may be significance in the change in ministry that followed closely upon this suggestion.

Capital Is Short, Too

CAPITAL—not the lay figure in the Punch-and-Judy show that engages in ceaseless fisticuffs with a certain other lay figure—but that sensitive thing which represents self-denial on somebody's part and makes possible the progress of modern times has become rather skittish. If there is a doubter in the land he might look around at interest rates—in Timbuctoo, Samarkand, Moscow, or any other place between the North Pole and the South Pole he may fancy. The rates have certainly gone up. Capital has got into the same class as sugar and Irish potatoes.

The reason may be different, however. Capital is not likely to be a cause of violation of the Lever Act's admonitions about the terrible things that will happen to the hoarder. In order to be worth anything to its possessor it has to be used. In this regard it is like brawn or skill, and like brawn and skill it is in short supply after the terrific demands made by the most terrific war that has ever come along to upset such a degree of order and method as the world had achieved at the cost of many lessons.

Capital and brawn, and skill, go together. Capital gives brawn and skill their chance, increases their productivity, and thus opens the way for enlargement of their compensation. Capital provides the modern flour mill, and a man who works in it turns out a deal more flour than his forefather, who, perchance, spent his days in a water-mill, and the modern miller would, in the daily product of his labor, be looked upon as a divinity of plenty by a Hopi Indian squaw, whose hard-won capital devoted to the Hopi flour industry consists of a hollowed stone and a home-made pestle.

Abundance of capital is desirable from every point of view, and for everybody. Nothing else can contribute equally to restoration in the post-war period and toward inauguration of a new period of human progress. The question thus becomes, how to make capital abundant. There is a very simple answer, and it is very readily understood without a college education and without the help of a prestidigitator and a puppet show. It is, make self-denial worth while.

That means discard of some of the present arrangements that literally discourage self-denial, and tempt the world to spend-thrift habits. That situation should be reversed, and ancient and still honorable virtues returned into a place of honor.

Putting a Premium on Waste

We can't hope to cut down Uncle Sam's demands for a time, but we can, at least, do away with the evil features of the excess profits levy

By BEN H. LAMBE

IMPERATIVE expenditures of the United States government for some years to come hold out no hope for any considerable and immediate reduction in taxes.

The situation is clear to anyone who will take the trouble to go into it. The nation has in its liability column certain fixed charges that must be met. Business men who have studied the situation see this clearly.

There is no escape from heavy taxation, but there is unlimited room for improvement in the present tax laws. One would have to go far to find a more unwise tax than the excess profits levy, which continues in existence after the conditions which gave rise to its enactment have disappeared. This tax has met with universal disfavor from government officials charged with its enforcement and from business men who pay it.

Many people do not realize how difficult it is to reduce the current expenditures of the government. One of the best analyses made recently of government expenses has been presented by Dr. Edward B. Rosa, of the United States Bureau of Standards. Dr. Rosa calls attention to the fact that of a total of more than $5,500,000,000 contained in regular supply and deficiency bills 92.8 per cent was set aside to meet obligations arising from war.

This sum included estimates for the army and the navy and provided for interest on the public debt, pensions, war risk insurance, rehabilitation and care of soldiers, deficit in the war-time operation of the railroads, expenditures of the shipping board, European food relief and a bonus to government employes to cover increased costs of living due to the war.

The remaining 7.2 per cent was divided as follows: for public works, 3 per cent; primary governmental functions, 3.2 per cent and research, education and development work 1 per cent.

Expenditures for wars must continue until war's debts are paid. It is unlikely that the people of the country will demand reduction of funds for the army and navy to the extent of leaving the nation unprepared for future wars. Large cuts in civil expenditure would not reduce the total budget to any considerable extent.

It is plain, therefore, that taxes must remain high. The task of Congress and the people who pay the bills is to make the taxes as scientific and equitable as possible with a view always to ease of administration and collection.

The excess profits tax came forward as a war measure when the government became a heavy purchaser of war supplies. In determining on a purchasing policy the government decided against a pooling of products within an industry with one selling price, and instead set prices high enough to give high cost producers margins that would enable them to produce to capacity for war purposes. The excess profits tax was designed to equalize profits under this policy.

Whether this policy was wise or not does not matter here. But the war is over. Plants have returned to peace production. All of the reasons for the tax ceased with the ending of war conditions.

The principal charge brought against this tax is that it encourages waste and extravagance in the conduct of business when the national industrial and business situation demands economy and efficiency. The inevitable result is an added increase to the already high cost of living. A member of the Federal Trade Commission declares that the tax causes the public to pay $4 or $5 for every dollar of the tax collected.

In 1916, when there was no excess profits tax, 61 per cent of the corporations that showed any profit at all reported expenses as 73 per cent of gross income. In 1917 the percentage had jumped to 87 per cent. There are indications that a large proportion of the increase is traceable directly to the tax.

Within the period given, due to rising prices and increased output, the gross income of all the country's corporations, mounted from $35,000,000,000 to $84,000,000,000. The significance in the change of ratio of expense is apparent, for if the corporations which made a profit in 1917 had operated at the same low expense as in 1916, their net profits would have been larger by $11,000,000,000.

The sum of $11,000,000,000, had it been saved by the corporations as income, could have been made to yield a very large sum in taxes, perhaps as much or more than was collected in excess profits taxes. It is possible that the ratio of expense to gross income is even higher today than in 1917. From the public point of view the excess profits tax may be a beautiful example of the ancient practices of saving at the spigot and wasting at the bunghole.

All forms of business tax are finally paid in prices. The fault of the excess profits tax is that it is paid in higher prices at the very time in our national affairs when we can least afford it. It is a most unsatisfactory form of commodity tax because there is no way of preventing the business corporation from computing the tax you have to pay and putting it into its costs. The chances are, that being unable to determine the tax with accuracy, it makes its allowance too high and thus becomes an unintentional profiteer.

The inequalities of the law are without number. Under its administration a concern which can expand its business by obtaining credit has no advantage, and, in fact, it operates under a heavier burden than a business which can obtain no credit.

A corporation organized before the war may have issued bonds equal to its capitalization. A competing concern may have started in business with the same amount of money issuing common and preferred stock. The first corporation pays the higher taxes through no fault of its own, but through lack of ability to see that the tax was coming.

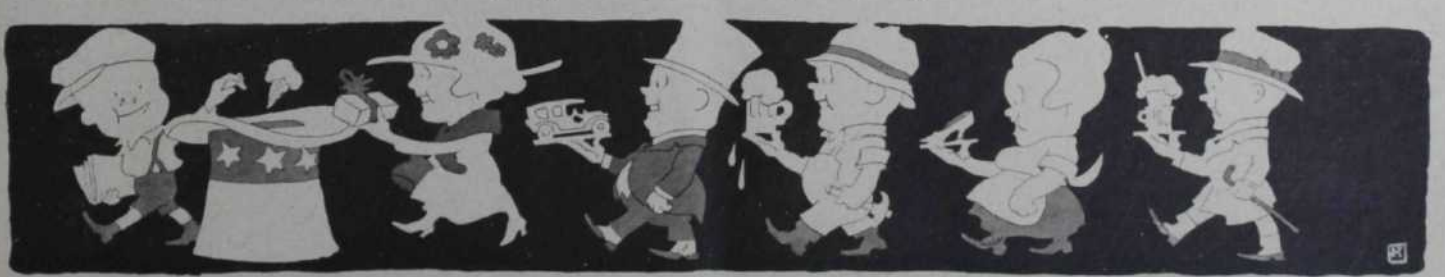
In the Case of Old Companies

A CORPORATION organized, say, fifteen years ago, which may have doubled its assets is allowed to include as its invested capital for excess profits tax purposes only the original amount paid in, without taking into consideration any increase in the value of its assets, due to appreciation. A rival business organized two years ago with the same assets can compute its excess profits tax on a basis of the larger capitalization. Worse still, being a limitation upon profits, the tax proportionately deters new capital from being risked in competition with existing enterprises, an this at a time when, with supply and demand thrown out of relation by war, we most need increased production and return to a competitive basis.

The tax makes no provision for the capitalization of good-will built up through years of service and advertising. If a corporation with these assets is sold, the purchaser is entitled to include the value of the good-will purchased as capital. There have been many instances of hardship under this arrangement.

Another feature of the tax is that a corporation, as such, may pay a much higher tax than a partnership of the same capitalization, while the situation in some instances may be entirely reversed.

The difficulties of administration of the tax have been pointed out by officials. They are already so far behind in examining returns that they cannot tell when they will catch up. An average man in the street may conclude that the grandchildren of present officials of corporations will have an excellent chance, if the law is not repealed, of going over with a new generation of treasury officials, the tax returns of 1920.



Business to Take Stand on Labor

Thirteen hundred trade bodies vote on questions involving open shop, employer's right to deal with own men, and prohibition of strikes in public utilities

AMERICAN business men are preparing to take a definite and united stand on the labor question.

More than thirteen hundred trade and commerical organizations are voting this month on twelve principles of industrial relations, and two proposals with respect to employment in public service corporations, drawn up by committees of the Chamber of Commerce of the United States.

The votes will register the views of trade bodies with an underlying membership of nearly one million.

This vote will give the business men of the United States an opportunity to record themselves on the most fundamental principles of the employment relation. It will give the opportunity for determining a common ground on which all business may stand.

Two of the principles on which the vote is taken are the question of the open or the closed shop and the right of an employer to deal with his own men without the interference of outside agents.

The first referendum was prepared as a result of study by a special committee of the Chamber's Board of Directors, appointed after the close of the President's first Industrial Conference, and instructed to consider the principles presented by the Employer's Group in the Conference.

The committee's report with the proposals submitted for a vote is given as follows:

Employer's relations in American industry should accord with and express those ideals of justice, equality and individual liberty which constitute the fundamentals of our national institutions. The terms of employment should conform to the essential requirements of economic law and sound business practice. They should, through intelligent cooperation, based on a recognition of mutuality of interest, conduce to high productive efficiency. They should reflect in ever-increasing degree an effort to realize broad ideals of individual and social betterment. In government and public service employment the orderly administration of government must be assured, and the paramount interest of the public protected.

With these essential purposes in view, and conscious of the obligation of management to insure their observance and practical operation in industrial affairs, the Committee on Industrial Relations of the Chamber of Commerce of the United States of America states its belief in the following principles:

I

Every person possesses the right to engage in any lawful business or occupation, and to enter, individually or collectively, into any lawful contract of employment, either as employer or employe. These rights are subject to limitation only through a valid exercise of public authority.

II

The right of open-shop operation, that is, the right of employer and employe to enter into and determine the conditions of employment relations with each other, is an essential part of the individual right of contract possessed by each of the parties.

III

All men possess the equal right to associate voluntarily for the accomplishment of lawful purposes by lawful means. The association of men, whether employers, employes or others, for collective action or dealing, confers no authority over, and must not deny any right of those who do not desire to act or deal with them.

IV

The public welfare, the protection of the individual and sound employment relations, require that associations or combinations of employers or employes, or both, must equally be subject to the authority of the state and legally responsible to others for their conduct and that of their agents.

V

To develop, with due regard for the health, safety and well-being of the individual, the required output of industry is the common social obligation of all engaged therein. The restriction of productive effort or of output by either employer or employe for the purpose of creating an artificial scarcity of the product or of labor is an injury to society.

VI

The wage of labor must come out of the product of industry and must be earned and measured by its contribution thereto. In order that the worker, in his own and the general interest, may develop his full productive capacity, and may thereby earn at least a wage sufficient to sustain him upon a proper standard of living, it is the duty of management to cooperate with him to secure continuous employment suited to his abilities, to furnish incentive and opportunity for improvement, to provide proper safeguards for his health and safety and to encourage him in all practicable and reasonable ways to increase the value of his productive effort.

VII

The number of hours in the work day or week in which the maximum output, consistent with the health and well-being of the individual, can be maintained in a given industry should be ascertained by careful study and never should be exceeded except in case of emergency, and one day of rest in seven, or its equivalent, should be provided. The reduction in working hours below such economic limit, in order to secure greater leisure for the individual, should be made only with full understanding and acceptance of the fact that it involves a commensurate loss in the earning power of the workers, a limitation and a shortage of the output of the industry, and an increase in the cost of the product, with all the necessary effect of these things upon the interests of the community and the nation.

VIII

Adequate means, satisfactory both to the employer and his employes, and voluntarily agreed to by them, should be provided for the discussion and adjustment of employment relations and the just and prompt settlement of all disputes that arise in the course of industrial operation.

IX

When, in the establishment or adjustment of employment relations, the employer and his employes do not deal individually, but by mutual consent such dealing is conducted by either party through representatives, it is proper for the other party to ask that these representatives shall not be chosen or controlled by, or in such dealing in any degree represent, any outside group or interest in the questions at issue.

X

The greatest measure of reward and well-being for both employer and employe and the full social value of their service must be sought in the successful conduct and full development of the particular industrial establishment in which they are associated. Intelligent and practical cooperation based upon a mutual recognition of this community of interest constitutes the true basis of sound industrial relations.

XI

The state is sovereign and cannot tolerate a divided allegiance on the part of its servants. While the right of government employes—national, state or municipal—to be heard and to secure consideration and just treatment must be amply safeguarded, the community welfare demands that no combination to prevent or impair the operation of government or of any government function shall be permitted.

XII

In public-service activities the public interest and well-being must be the paramount and controlling consideration. The power of regulation and protection exercised by the state over the corporation should properly extend to the employes in so far as may be necessary to assure the adequate, continuous and unimpaired operation of public utility service.

The members of the committee submitting the report are:

William Butterworth, president Deere & Co., Moline, Illinois; Frederick J. Koster, chairman, The Koster Co., San Francisco, California; Max W. Babb, vice-president Allis-Chalmers Company, Milwaukee; M. L. Sanders, manager, Leyland Line, New Orleans; Henry M. Victor, president, Union National Bank, Charlotte, N. C.; W. L. Clause, chairman of the board, Pittsburg Plate Glass Co., Pittsburg.

What Relation of Workers to Public Service Corporation?

THE two proposals with respect to employment in public service corporations to be voted upon are:

Should strikes by employes of all public service corporations performing public service essential to the lives, health, well-being and comfort of the people be explicitly prohibited by law?

Should suitable tribunals be created by law to adjudicate differences between employes of public service corporations and their employers and should the decisions of such tribunals be final and binding upon both parties?

This referendum is being taken at the requests of the Merchants Association of New York and the presidents of the principal business organizations of New York City. A special committee on public utilities was appointed to consider the requests for a referendum on this important subject made up of Lewis E. Pierson, chairman of the board, Irving National Bank, New York; Henry G. Bradlee, president, Stone & Webster, Boston; Arthur W. Brady, president, Union Traction Company, Anderson, Ind.; F. B. DeBerard, director of research, Merchants' Association, New York; E. K. Hall, vice-president, American Telegraph & Telephone Co., New York; Albert W. Harris, president, Harris Trust & Savings Bank, Chicago; Charles L. Harrison, chief, Cincinnati Ordnance District, Cincinnati, member board of Sinking Fund Trustees, Cincinnati, director in the Cincinnati Chamber of Commerce; James S. Havens, officer of the Eastman Kodak Company, Rochester; John W. Lieb, vice-president, New York Edison Company, New York; H. L. McCune, lawyer, Kansas City; Paul N. Myers, manufacturer, St. Paul; John W. Van Allen, lawyer, Buffalo.

In recommending the two proposals for a referendum, the special committee expressed its belief in the following set of principles:

No corporation or person individually or collectively may lawfully or rightfully obstruct or impede the performance of any duty or obligation of the state or of any agency created by the state for the performance of a public service.

The state is sovereign. Its will is expressed through the government created by it. That will cannot be given effect if the servants of the government refuse to obey its behests. Therefore, no servant of the government has either moral or legal right to obstruct the lawful processes of the government. If such assumed right were successfully asserted, the will of the servant would override the will of the people, the government would be subverted and the servants would become the masters.

It is the obligation of the state to protect the lives, health, security, rights and property of all its people.

These depend upon the uninterrupted operation of the agencies which provide transportation, water, light, heat, power, and means of communication. It is, therefore, the right of the people that such uninterrupted operation be guaranteed by the power of the State.

These agencies are created by the State for the performance of services of a public character; they are devoted exclusively to the service of the public; they operate by virtue of public powers delegated to them by the state; and they are thereby public agencies by the state to perform public services indispensable to the well-being, comfort, security and often to the health and the lives of all the people.

When Labor Goes to Law

A topsyturvy injunction case from Florida with the union pleading for the protection of the court from the unorganized worker

By JOHN G. HANNA

INJUNCTIONS have come to be considered one of the necessary stage properties of a good, well-played strike, just as strikes seem to be a necessary incidental of daily life almost everywhere in these piping days of peace. This is the story of a rather ordinary strike in combination with an extraordinary injunction.

The place was Tampa, Florida, and the concern involved, the Oscar Daniels Shipbuilding Co., turning out 9,500 ton steel freighters of the standard Emergency Fleet Corporation design.

The working force of this yard was, in part, brought to Tampa, but in large part recruited and trained on the spot, as was of necessity done in all wartime shipyards. The payroll, comprising over 2,000 names, made an appreciable addition to the little city's trade. Relations were harmonious, as a whole, up to last fall.

Enter now the villain, in the person of an organizer of the Boilermakers' Union, coming to Tampa from somewhere behind the beyond. Organizers of other metal trades followed, and for several weeks a quiet, persistent effort was made to enroll as many men as possible in unions. Then came the presentation of a set of demands, the least important being for more money and the most revolutionary calling for a system of workmen's committees.

The yard at the time was paying the so-called Macy scale of wages, in common with all other yards on government work. Mr. Daniels offered to sign an agreement to maintain this scale for one year, to go higher if the Government at any time authorized any increase, but not to cut lower even though termination of Government contracts and control should permit him to do so. This offer seemed fair to some of the unions, who signed it, but most of them did not, and on December 5 some 600 of the employes walked out.

The strikers posted pickets. They held meetings, passed resolutions, wrote to the papers, and went through all the motions of a good strike. There was no violence and the public, after expressing its opinion vigorously, dismissed the subject and turned to more pressing affairs.

Tampa was then rather amazed, to put it mildly, when on February 14 the strikers applied for a restraining order and injunction to prevent the workmen of the Daniels yard from interfering with the strike pickets, or with a sign they had erected. It was alleged that certain pickets had been beaten and the sign defaced and later destroyed. It was further alleged that officials of the plant had been guilty of conspiracy in inciting workmen to these acts. Circuit Judge F. M. Robles issued the order as prayed for.

It was the first time in the history of Florida courts when pickets had asked for the protection of an injunction, and but few such instances have occurred in the whole country. In Florida, as in all states, times without number, it has been necessary for workmen to seek protection from pickets.

In the restraining order the Metal Trades Council named the following men: Allen, Leach, Peckham, Robinson, Taylor, Nash, Goff, Spencer, Stevens, Brown, McGee, Paulding, McDonald, McCarthy, Parker, and Hudson. It is a profoundly significant list of names. There is not an -offsky or an -ich in the lot. These men who preferred to keep on producing, who believed the Macy scale was a fair award, who were willing to meet a square employer half-way, who did not rush off after professional agitators—these men were all straight Americans, of ancestry running back to Celtic, Anglo-Saxon, and Scottish strains—all of the breed that is very slow to rouse, very patient under taunts, but when they once get started, hard to stop.

The Negroes Kept Working

ANOTHER interesting fact noted was that the strike trouble did not involve the large number of negro workers in the yard. An effort to unionize them failed, and very few quit work. They have not been mixed up in any violence. This fact should be comforting to those who fear the negro will be an easy tool of agitators. In this case they showed very canny common sense in sticking to jobs that meant easy hours and affluence compared to the $1.50 for ten or twelve hours labor many of them received before the shipyard came to Tampa.

At the first court hearing it developed that the strikers had no evidence whatever to present in support of their charges of conspiracy, and Judge Robles gave them time to amend their petition in a form limited to actual occurrences. At a final hearing the temporary restraining order was vacated and the petition for permanent injunction denied.



The contention of the respondents that the sign was untrue, in that not all crafts, nor even all members of any one craft, are on strike, and that the sign was placed merely as an interference with the business of the company, with the words "Don't scab" added as an insult to the men, was upheld. The court considered that when a striker calls another man a scab, he does it with the full realization that the word, in his estimation, implies the other man is about the lowest class of human being, and the word is the worst insult he can think up.

"I know one thing," said Judge Robles, "and that is, every time one man calls another a scab, it means a fight."

The Court Demanded Clean Hands

FOR this reason it was held that the strikers had been guilty of provocative conduct, and although the sign was erected on a lot leased by the Metal Trades Council and under their control for any proper use, they could not come into court and claim protection for it under the circumstances. It was essential for the petitioners to come into court with clean hands. This, the court held, they had not done.

Judge Robles upheld the right to strike, but differentiated between this right and illegal interference with the right of other men to continue working, and the right of the employer to continue to operate his business as best he could. While stating that he could not grant the injunction as the bill stood, Judge Robles informed the attorneys for the complainants that he was willing to hear any further evidence they cared to offer. Upon their statement that they did not care to carry the case further, the bill was dismissed.

So that is the history of the very unusual injunction. If it is to be taken as a precedent by other courts, a limitless field of speculation opens up. What will become of the great American outdoor sport of yelling "Scab?" Are our strikes going to lose all the vigor that has made them so adequate a substitute for the bullfights of Mexico? Will they degenerate into mere pink teas? Are our courts going to be worked overtime (perhaps with time and a half pay over eight hours?) to protect from men who want to continue in good, well-paid jobs, the members of that mighty organization which was but yesterday holding a gun at the heads of the representatives of the people of America in Congress assembled?

Produce More?—Here's 'What for'

The comparatively few rich persons in the country are not badly hurt by scarcity and high prices—the full weight falls on the workers who form the mass of consumers

By GEORGE E. ROBERTS

Vice-President of the National City Bank, New York

THE fundamental trouble in the business world at the present time is that, resulting from the war, there is a world-wide shortage both of consumable goods and of capital available for investment, and this situation is aggravated by the inclination of the wage-earners to curtail rather than increase production.

The shortage of goods and capital is what might be expected after the great war in which this country expended $30,000,000,000, and Europe more than $100,000,000,000. Development work and construction work not directly related to war work fell behind and the war expenditures, for the most part, represented waste. Individuals profited by it in numerous instances, but we know that a gigantic waste accrued, which must be made good. Moreover, the world as a whole is nowhere near back to normal production, and demands from many quarters which were formerly satisfied in Europe now fall in the United States. Furthermore, the degree of restraint upon consumption which was in effect during the war has been removed, and buying for personal use is upon an unprecedented scale. The demand for goods exceeds the supply and exceeds the capacity of the industries, which is the primary cause of the continued rise of prices. Nothing is more futile than the condemnation of "profiteering" under such conditions. There is no use of keeping down prices when the public engages in a scramble of this kind.

The rise of wages, likewise, is due to a demand for labor beyond the supply. The industries are bidding against each other and against the farms, and getting it away from the farms, an unsound and unwholesome movement. It seems entirely plausible to say that wages should advance to correspond with the rise of the cost of living, but reflection will show that no general rise of wages can ever compensate for a real scarcity of the goods wanted.

If the normal consumption of wheat is four bushels per head, and only three bushels per head is available, a general advance of wages will not increase the supply. If anybody gets more than three bushels others must do with less. An increase of wages all around would simply enable everybody to bid higher, and the higher wages would be absorbed in that way. The only real remedy for a scarcity of goods is more goods, and that is the lesson which the country needs to learn today.

It is not unnatural or strange that wage-earners should take advantage of an extraordinary demand for labor to push up wages. Employers are promoting it in many instances, the different industries bidding against each other. The rise of wages under the circumstances is as legitimate as the rise of prices which results from the relations of supply and demand. The curtailment of production is on a different basis. It is economically unsound from the standpoint of both the community as a whole and the wage-earning class. It counteracts the effect of rising wages, depriving the wage-earners of the benefits that higher wages should bring.

No people are so much interested in an abundant supply of all the products of industry which are wanted for the comfort and welfare of the population as the people of small or moderate incomes. They comprise the great body of the population. As seen above it is impossible to compensate them for a shortage of supplies by higher wages. No amount of wages will buy what does not exist. A shortage makes the opportunity for the hoarder and profiteer, but steady, abundant production makes hoarding unprofitable. Any policy that has the effect of limiting production to a point that occasions a reduction of consumption is clearly opposed to the welfare of the great body of consumers, which consists for the most part of the wage-earners and farmers.

It is a common saying among the critics of the existing order that the rich, against whom their antagonism is directed, are insignificant numerically, comprising only 2 or 3 per cent of the population. It is the remainder of the population who suffer from restrictions upon production. The consumption of the rich is relatively small, and fluctuations in the volume of consumption are chiefly in that portion consumed by the people of small means.

The production of the industries is for the public market, and anybody who will take the trouble to look over the list of the market staples will be easily convinced that the great bulk of the goods sold and services rendered go to the people of moderate means and that, as compared with the total distribution, the portion actually consumed by the rich is insignificant. The most important class of commodities in trade is food-

The Challenge That Mr. Roberts Answers

"Produce More"—What For?

BY JAMES H. MAURER

President, Pennsylvania State Federation of Labor

"Speed up; work like blazes; produce more! The world needs our goods—produce! Produce! PRO UCE!"

Manufacturers, big and little and politicians from the President down to the ward heeler, are dinning into the ears of the workers the "necessity" for greater production. They tell us workers that the trouble is that we aren't producing enough, that the world needs "our" goods, and that to solve the problem of greater production we must speed up. Let us examine the facts.

For the fiscal year ending June 30, 1919, the total access of exports over imports of all commodities was $13,351,906,082. This means that the workers of the United States supported themselves; supported the unemployed within their ranks; supported the entire military forces within the confines of the country; supported the vast body of useless political functionaries and investigation committees; supported the capitalist class and all their lackeys; and on top of all this produced enough food, clothing, shelter, fuel and other commodities to export nearly $13,500,000,000 worth more in a single year than was imported.

You who are the workers sent out of the country 178,583 000 bushels of wheat during that year. Did any of you have too much bread? Did any of you have even enough bread?

With a sudden burst of generosity you sent away 1,115,865,000 pounds of sugar last year, and 136,230,000 pounds of glucose. Having become used to going without bacon you exported 1,239,540,000 pounds of it to other countries. Not having much bread you sent away 33,740,000 pounds of butter, and over 18,500,000 pounds of oleomargarine. The weight of condensed milk you were not able to buy back with your wages amounted to 728,741,000 pounds.

Just for good luck we offer a few more authentic figures which you might clip out and paste in your shoddy hat for future reference.

With but 6 per cent of the population of the world and only 7 per cent of the land, the United States—that means US—produces:

Eighty-five per cent of the world's supply of automobiles; 75 per cent of the world's supply of corn; 66 per cent of the world's supply of oil; 60 per cent of the world's supply of copper; 60 per cent of the world's supply of aluminum; 60 per cent of the world's supply of cotton; 50 per cent of the world's supply of zinc; 42 per cent of the world's supply of coal; 40 per cent of the world's supply of lead; 40 per cent of the world's supply of silver; 40 per cent of the world's supply of steel; 25 per cent of the world's supply of wheat; 25 per cent of the world's supply of gold, and refines; 80 per cent of the copper, and operates 40 per cent of the world's railroads.

Increase production? Produce more commodities? What for? Aren't the workers NOW producing billions of dollars worth more than their wages will buy back—MORE than they are permitted to consume? Is increased production the solution for the problems confronting the workers?

The figures you have just read say "No!"

The problem for the worker is, NOT increased production, but INCREASED CONSUMPTION. Not how to produce more, but HOW TO CONSUME MORE.

STRAIGHT LINE METHODS

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Facts are the basis of all science.

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Straight Line Methods furnish the executive at all times with exact knowledge in all departments of their enterprise, factory or office, buying or selling, accounting and cost finding.

They indicate and establish working systems and build up organization—personnel and material.

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They are the light that never fails, to good management.

If you would know minutely and correctly, the facts of your business operations, Straight Line Methods are necessary—not only as furnishing the basis for perfecting your organization, but as offering practical suggestion for systematic development and growth.

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STRAIGHT LINE METHODS

stuffs, and it is evident that only a very small share of these goes to the rich. It would be absurd to suggest that 2 or 3 per cent of the population eat most of the food supplies which are distributed in the United States, or that any serious hardship would be inflicted upon the rich by curtailing these supplies. A scarcity of foodstuffs means pinching and suffering by the wage-earning class.

And so of clothing materials and clothing. The great bulk of these products are sold to the masses of the people. Nobody would claim that the rich furnish the market for most of the product of the cotton and woolen or even silk mills of this country. As a matter of fact, they consume but an insignificant percentage of the cloth output.

The automobile has been considered an article of luxury, but the distribution even of these is chiefly to people of moderate means.

And so, if an examination is made of any line of industry in which an important number of wage-earners are employed, it will be found that the principal market for the product is with other people of the wage-earning class or with the farmers who compose a great body of independent producers as deserving of consideration as any. It is impossible to follow the products of industry into distribution without finding a clear demonstration that the masses of the people are directly served by abundant production.

If goods are made they will be distributed, for there is nothing else that can be done with them, and of necessity they must go to the great buying public, whose welfare is measured by the amount of goods it consumes. Surely the workers themselves do not want to cut down the supply to the point of deprivation and hardship!

It would greatly simplify the industrial and social problem if everybody would grasp the fact that the great function and purpose of all legitimate business is to supply the needs and wants of the population, and that the aims of business should be to increase constantly the supply. The effort should be to meet the constantly expanding wants of the people.

When this general function of business is understood, and all classes concentrate upon it, the test of every policy will be the effect it has upon production. It will soon be discovered then that there is no other employment for capital except in production for the public market and in distribution thereupon, and, therefore, that accumulations of capital are beneficial to the entire community, no matter who owns them.

It will be seen, too, that the real distribution of wealth is not by ownership but by consumption. What a man consumes is withdrawn from the common supply and devoted to himself, but that part of his income which he returns to industry to increase production for the public market should not be considered as devoted to himself. It is employed in supplying the wants of the community and the community has the benefits to whatever extent the proceeds are re-invested for that purpose.

When it is understood that self-interest and the natural ambitions of energetic men prompt the employing and managing class to use the profits of industry for the improvement of methods and the increase of production, it will be seen that the entire community shares in the benefits of those private gains. Industry is developed and carried forward by them.

If profits are large the improvements in industry are rapidly made and the offering of products upon the public market is rapidly increased. Furthermore, the new accumulations of capital can only be put into use by the employment of labor, thus increasing disbursements in wages which in turn furnish the means for absorbing the new supplies of goods.

In all progressive countries capital increases faster than population and this is in the public interest, for it results in a constant increase of production per head of population and, at the same time, puts labor in a position to demand higher compensation. The census returns of 1910 showed that in the preceding 10 years the population of the country increased 21 per cent, while the amount of capital employed in manufacturing establishments increased 105 per cent, the amount of power employed increased 85 per cent, the number of wage-earners employed increased 40 per cent, the amount disbursed in wages increased 70 per cent and the value added by manufacture increased 76 per cent. These are all average figures and may be accepted as showing economic law by which the benefits of industrial progress are inevitably distributed to the entire population.

A Test of Business Vision

Here's a question chart that a man who has done much to doctor sick businesses has prepared after years of experience

By J. K. FRASER

Vice-President The Blackman Company, New York

Suppose you could sit in with the heads of big business, learn their problems and their plans to meet those problems. Suppose, two years or five years later, you could sit with them again, learn how those problems had been overcome or had overcome them, and hear their stories of success and failure. Then add that to your first judgment. What material you would have!

That material might shape itself into the form of the accompanying article, for the man who compiled it has had just such opportunities, and has here set down a test chart of business vision. Answer it yourself as you would answer the credit questions of the banker, or the health questions of your doctor. "Use the honor system" and grade yourself.—THE EDITOR.

LISTED below are what I consider the dominating factors in the growth of any business. Some items partially duplicate other items. The list, as a whole, makes no pretense at novelty or completeness. But every item on the list has, under my observation, played a material part in at least one company's progress or lack of progress.

One tendency of the present day is toward efficiency questionnaires, psychology tests, and many other ways of persuading men that they are not completely equipped for their jobs in life. The list below is offered in no such momentous spirit—simply for its possible suggestiveness to thoughtful business men making a comprehensive survey of their own organizations. And the outline is necessarily broad and rough, to be filled in often with specific methods and measures adapted to particular instances, by means of that constructive grasp of detail, that helmsmanship, tact, and ingenuity which every strong executive must possess.

FACTORS THAT INFLUENCE BUSINESS PROGRESS

Check them against your own Organization

1. The company's conception of its own future.
2. The *speed* at which it aims to grow.
3. Ability to establish clear company aims.
4. Ability to lay out definite working plans.
5. Ability to keep up current activities while laying lines for the future.
6. Ability to think in terms of prophecy.
7. Ability to reach clear-cut decisions.
8. Ability to reach judgments which will stand the test of time and application.
9. Confidence in going ahead when the way as been decided.
10. Persistence in following up approved measures.
11. Firmness in adhering to policies decided on as sound.
12. Ability to create an atmosphere of stability as opposed to an atmosphere of uncertainty.
13. Ability to be systematic.
14. Ability to develop a company spirit of thoroughness.
15. Ability to be exacting without being fault-finding.
16. Ability to turn up illuminating statistics.
17. Ability to turn passive statistics into active constructive figures.
18. The thoroughness with which salesmen and sales managers are educated on the company's products and policies.
19. The proportion of the time of salesmen and sales managers absorbed by internal correspondence and record keeping.
20. The promptness with which individuals in the selling organization can make decisions (depending on broad authority to act within clearly-defined policies).
21. Ability to send a personal house-feeling through the selling organization out to patron.
22. Company enthusiasm.
23. Company sense of dignity.
24. Ability to win confidence in the company's squareness.
25. Ability to pick good personal timber.
26. Ability to create a thinking frame of mind among the company's rank and file.
27. Ability to develop frankness throughout organization.
28. Ability to win aggressive loyalty.
29. Ability to maintain a young spirit among its older men.
30. Ability to hold capable men.
31. Success in winning internal belief in the company's purposes and policies.
32. Ability to mold scattered efforts into a concerted company movement.
33. The ease or difficulty with which the company's selling stories can be digested.
34. The extent to which the company's products and policies are made known.
35. Ability to grasp new opportunities.
36. Ideas at the manufacturing end.
37. Ability to distinguish between sales and profits.
38. The number of capable executive heads.
39. Ability to see things in correct proportion—to give big time to fundamentals and lesser time to incidentals.

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The Business Man's America—No. 4

NORTH CAROLINA

A democracy from colonial days, this South Atlantic commonwealth has learned that other crops than cotton are needed and that her cotton may best be manufactured at home

By ARCHER WALL DOUGLAS

CERVANTES said, "It is the part of a wise man not to venture all his eggs in one basket." Mark Twain, in Pudd'nhead Wilson, amended it to "Put all your eggs in one basket and then watch that basket."

North Carolina, whose story Mr. Douglas here tells, is following the latter rule, so far as her chief crop, cotton, is concerned. Her eggs are largely in that basket, but she is watching the basket by manufacturing her cotton at home. She has overcome the lack of fuel by impressing the wealth of water power that flows down the Appalachian and she has brought from the small farms the men and women to work in the fast rising mills. Much has been written of the resultant evils, but much has been done by the state to overcome them.

North Carolina, too, has met the problem of all the eggs in one basket by taking some out. She has learned to diversify her crops in the last few years, and her farms are more and more becoming self contained.

But, over all, it is the psychology of the state that has made this possible. Mr. Douglas has caught the spirit of North Carolina, of a community strongly individualistic, little tainted by class distinctions even in its colonial days and now solving unaided the problems of community thinking and doing.

THE matter of greatest moment in the study of development in any state lies in the true perception of the dominant and compelling factor which, most of all, makes for progress in the future. In every state it is always the question whether the source of progress lies in heredity or in environment. Sometimes, as in Ohio, heredity is an inspiration; in Arkansas it was largely a blight on progress; in California it is difficult to apportion the cause of development, where in greater measure to heredity or to environment. In the study of North Carolina it is the complex problem of a human factor which is at once a deterrent and an inspiration, and whose workings and results we can discern only after the closest scrutiny.

The people of the state have always offered strong contrast to their own countrymen in the neighboring states of South Carolina and Virginia. Both Virginia and South Carolina were the homes of great plantations and of strongly drawn class distinctions. Not so with North Carolina where there were many small farms and few large plantations, and where great estates were much rarer than in her sister commonwealths.

The early settlers were a mixed lot, and yet much the same stiffnecked and stubborn generation. They were English mostly in the beginning, to be followed by Scotch-Irish, Swiss, Huguenots from France, Lutheran Germans from Pennsylvania, and later Highlanders who fled from their native heaths in 1746 after the rout of Culloden.

Although means of communication were easy and available throughout the state, save in the mountainous west, these various nationalities were slow to fuse. In revolutionary times they had the honor of first expressing the American spirit of independence in the Mecklenburg Declaration. They were slow to anger but dangerous foes when once aroused, and always bore themselves that the opposer might beware of them. In the Revolutionary War the home-spun clad riflemen at Cowpens and Kings Mountain were the first to stop the triumphant conquering march of Cornwallis and to destroy the reputation of Tarleton. So also during the Civil War. They were among the last states to secede, but they furnished twice their quota of soldiers to the Confederate Army.

The eastern portion of the state is a great coastal plain but slightly elevated above sea level, with great forests of pine, save in the numerous swamps, some 3,000,000 acres in extent in all, where oak, and cypress and red gum are abundant. Further westward lies the Piedmont Plateau, higher and rolling, with much timber, mostly hardwood. Then follows the mountains of the western portion, the loftiest heights east of the Rockies, with still greater forests. There is much wealth in the state in great standing forests of both hardwoods and pines. Also there are many minerals, though few of them in large quantities. There is gold and silver and tin in small measure. Some copper, lead and zinc, and large deposits of iron ore. There are vast beds of clay and vast quarries of building stones. Precious stones are found in moderation along with the largest producing mica mines in the country. Equally is it true that the mineral resources of the state have scarcely been touched.

Between the Hills and the Sea

NORTH Carolina lies out of the general path of the low barometric areas from the west, and is affected by those from the Gulf and the West Indies chiefly on her fringe of sea coast. The climate is tempered by the Atlantic Ocean on the east, while the Appalachian Mountains on the west protect the country from the severe blizzards which prevail to the westward. The annual rainfall varies from 45 to 60 inches in different sections. It is usually sufficient to furnish abundant flow to the numerous streams which traverse the state from the Appalachian Mountains to the sea and which supply the water power which replaces the lack of coal development.

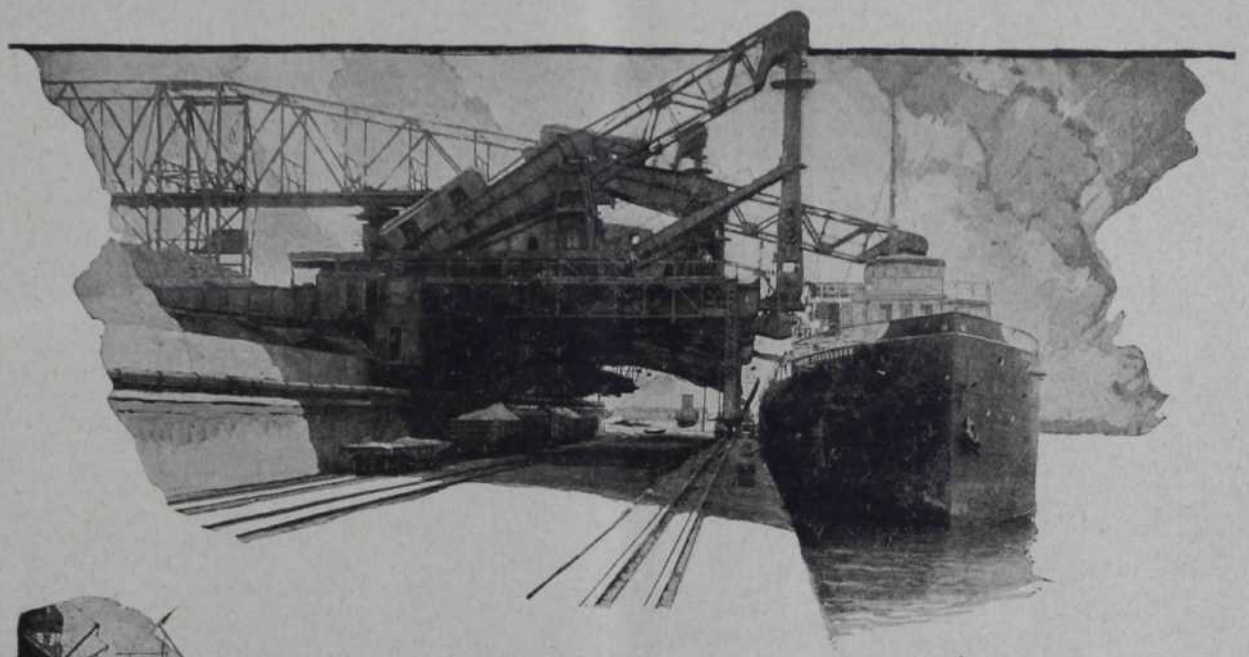
North Carolina is essentially an agricultural state, and has many farmers on many small farms. Of the total area only about 29 per cent is improved. The remainder consists of swamps and overflowed lands, of mountains, of forests, and the greatest problem of all, cut-over pine lands, now mostly wastes of uncultivated sand barrens. It is true that, according to statistics, the state was making steady progress of late years, in production both in larger yields and in greater production per acre. But the farming communities were not prospering as they should, and the difficulty lay somewhere in the nature and methods of farming.

Fortunately there ensued a movement most characteristic of the people, and one of far reaching moment and promise for the future of the commonwealth. The impulse came from within, not without, and was emblematic of the manner in which the people of the state face every problem, honestly, courageously, with no desire save that of finding out the truth and then endeavoring to remedy the situation.

This movement found expression in the North Carolina Club, an association of some of the students and faculty of the University of North Carolina. The purpose of the club was to study the general situation, to get the facts, and then to see what could be done about it. They found that the initial difficulty lay in great sections being almost entirely devoted to one crop, cotton or tobacco, under the ages old delusion that these were profitable money crops, therefore their cultivation must enrich the farmers who produced them. In this delusion they lost sight of that profound truth that the farm must be self-contained; that it must produce its own food, for man and beast, as far as soil and climate permit. In comparison with the states in the middle west and west it was found that North Carolina produced more in dollars and cents value per acre, because of her money crops, than did the states in question. But she retained less of this money because so much went to these other States to buy food for man and beast. She sadly lacked equipment in suitable and necessary farm machinery, in farm buildings, in silos. Farm income in North Carolina was principally from the sale of crops, while in the west it came from live stock and animal products. It needed but a little experience to demonstrate which was the more profitable. So the campaign was to be one of persuasion and demonstration with the State Agricultural College leading. The first serious problem they encountered was a tragic percentage of illiteracy not only among the negroes but also among the whites.

In common with many of the southern

The immediate solution of material handling problems is essential to the efficient development of marine and inland freight terminals





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How electricity improves terminal facilities

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states, education practically collapsed during the Civil War and for some time afterwards In time a new start was made, but progress was much hampered by constitutional restrictions as to the amount and proportion of taxes which could be levied for educational purposes. A more liberal interpretation of the laws made possible the appropriation of greater sums of money for school purposes. Once more both the problem and its solution lay alike in the qualities of the people.

For education in its true sense is no longer a local affair but a state-wide matter, if it is to be prevalent and common with all the people of the commonwealth. The remedy was found in the same awakened individualistic conscience that only needed to be shown its duty to set about its performance. So today in the old North State the reduction in illiteracy is only a matter of time, and no longer that of the indifference of the people.

The second difficulty in better farming methods arose from the same personal qualities. Community work is essential to modern scientific agriculture. It is a matter of demonstrations and lectures, of fairs, of many exhibits of the results of the new methods, of associations of farmers who alike try and adopt the new ways. The farmers of the state were both temperamentally and traditionally slow to change.

The Great War had profound influence. First in the low price it caused on cotton in 1914 and 1915, thus discouraging the raising of this staple in an extended way, and consequently turning the thoughts of the farmers to diversified agriculture. Then later came the general call for increased food production. So the efforts of the Federal and State Departments of Agriculture and the State Agricultural Colleges were no longer as the voice of one crying in the wilderness. So 1918 showed a greater production not only of cotton but of grain and a larger number of live stock on the farm. The beginning was made when the necessities of the situation were borne home upon the farmers and when their consciousness was awakened to the need of cooperation and community spirit.

The growth of agriculture in any state is not measured alone by the increase in crop yields nor by the multiplication of live stock. There are changes which go deeper because they affect the every-day life of the farmer and his family. From the reports of the State Agricultural College there comes the story of an unknown and unnoticed growth in education, in sanitation, in the real knowledge of farming, that tells more of a steady advance in North Carolina rural life than many statistics. It is in effect the story of the beginning of the break-up of that physical and mental isolation which had been at once the state's greatest attribute and her greatest handicap.

Two phases of agriculture, fruit and garden truck growing, are peculiarly the result, in a commercial way, of the closest business cooperation among the growers, and in no other way can success be attained. The great coastal plains are especially fitted for the raising of fruits and vegetables not only because of soil fertility but because the climate is tempered both as to heat and cold by the great body of salt water that stretches inland in the numerous sounds and inlets.

There are long stretches of truck gardens in endless succession along the coastal plains. Their cultivation is an affair of the individual, but their marketing, the all important factor, is a thing of cooperative companies if they are to be sold in large volume at any distance from the place of their cultivation. This is true also of the raisers of fruit for commercial purposes.

The difficulties of the situation are unknown to all save the student, and are mostly summed up in the peculiarities of human nature. They consist primarily in the unreliability of the average consumer as a steady and constant customer, and his or her tendency to seek some other source of supply, often without reason and without either warning to or consideration for the producer. The common sequel is that when the farmer has large quantities to dispose of he finds some reliable middleman, whose business it is to handle all the details of distribution.

All the vegetables and all the fruits of the states to the north and the south are with rare exceptions grown in North Carolina and in constantly increasing quantities. There are great railway trunk lines which quickly and efficiently carry the food products to the great city markets both north and south and the experience of the North Carolina growers crystallized into the formation of cooperative associations for distributing their produce.

It is in manufacturing and industrial life that North Carolina most illustrates the drift towards cooperative work. The state naturally is without cheap and abundant fuel, the basis of modern manufacturing. She has but little coal, and such deposits as she has are still undeveloped. Nor has she oil nor gas. Her vast forests are more valuable as lumber than as firewood. But in her numerous streams in their fall from the Appalachian Mountains to the Atlantic she has a source of power more and more being utilized. These water-power possibilities were early perceived, but in the antebellum days, slavery and industrial life were not compatible terms.

(*Concluded on page 30*)



The early settlers were a mixed lot and history testifies that they were a stiffnecked and stubborn generation



"How Much Can A Worker Produce?"

Big question, is it? We don't think so—it can all be summed up in a few words:

"As Much As He Wants To!"

But someone has got to make them "want to"—this can be done only by changing their present destructive viewpoint.

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SHERMAN SERVICE

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Essentially the south was an agricultural country, cotton being king. Essentially the negro was an agricultural worker. For neither his history, temperament, nor education, or rather the lack of it, fitted him for industrial life. This is still true today, though in lessened measure, and it will take time and education to alter this vital fact.

After the Civil War the South was too largely engaged in saving her soul alive from the untoward and sinister problems which threatened the very existence of the white race, to make great progress in economic ways. Also as she was ruined financially, she had to start from the beginning. The great potential water-power in her streams had long been recognized, but they had to await the coming of the turbine and of the electric dynamo for the full fruition of their use. Naturally manufacturing turned to those staples, that raw material which North Carolina produced within her own borders, and which could thus more economically be transformed into finished materials. Hence it is that there gradually grew up tobacco factories, lumber mills, planing mills, all manner of wood-working plants, especially furniture factories, because of the vast forests which covered so large an area of the state. Of course there came manufacturers of coopers' supplies, canneries, bottlers of mineral waters, brick kilns, cement mills, potteries, and then followed all that flotsam and jetsam of small manufacturing plants of indiscriminate commodities. But the heart of the matter was, and is, and always will be the story of the cotton mills, for it is the beginning of the last chapter in the transformation of the people of the state.

Cotton is peculiarly a plant of latitude, its northern limits being clearly defined by the occurrence of late and early frosts. While cultivated successfully in the tropics, it suffers there from torrential rains, from too great growth of leaf and branches at the expense of fruit, and from the abundance of predatory insects, bred by the hot, moist climate. So the south is the fitting place for its general growth and it was long ago obvious that the true place for the manufacture of cotton was the states in which it was principally grown.

Beginnings were made in North Carolina as long ago as 1813, when the first cotton factory in the state was erected in the Piedmont section and run by water-power. By 1860 there were thirty-nine mills and 41,900 active spindles in the state, but in the reconstruction period their number fell off sadly. Construction matters went slowly up to 1880, and then took on new life. At the present time there is much new mill building, and the state ranks high in the number of its mills, spindles and employes. Also these mills now consume practically all the cotton raised in the state.

The All-important Factor

IN the beginning, when the problems of raw materials close at hand, and abundant water-power were solved, there remained the all important question of labor. The negro was confessedly unavailable save in a limited way and there was but one resource and that was found in the country folk. The numerous farmers on the numerous farms, and the small cultivators of small fields in the pine barrens. And to a lesser extent, the mountaineer of the west country. In the main, they were the simple, sturdy dwellers on the soil, who had made the state what it was by their rugged individuality. They flocked to the cotton mills, men, women and children, in vast numbers. Probably some 150,000 to 200,000 in all as time went on. There opened up to them the prospect of better living, of more sociability, of improved financial conditions, of the excitement of the town, even though small, compared to the dead, drab level of their life on the small farm.

There was, of course, an unfavorable side to this. There was the growth of the city at the expense of the farm, and the increasing proportion of urban dwellers to those on the country-side. Child labor was an attendant evil. As against this it was the first time in their lives that they had steady jobs, regular hours, and an assured income. They have social intercourse, amusements, and the opportunities for education, all of which were largely denied them before. There are schools for the children of a nature and convenience which they never before experienced. As a practical proposition the best thought is that child labor laws to be really effective and beneficial must be accompanied by a compulsory education statute in every state. Much community work is done among these mill workers, but necessarily of a kind and nature at which their native independence does not take offense. In all these matters the mill owners voluntarily bear their full part.

The matter of greatest moment is the natural change in the mental attitude of the worker when associated in flocks and realizing the necessity and wisdom of that cooperation which their daily work imposes. So from this material, seemingly unpromising, yet inherently sound and wholesome, there is being bred a race of intelligent, and, in time, educated and efficient mill workers, in whose hands rests the coming of that day when through their skill and cooperative results, the South Atlantic states shall become the cotton mill center of the world.

During the past five years there has come a parting of the ways in the story of North Carolina. And in the awakened interest in better and more diverse methods of farming, in the community work throughout the state which seeks advancement in all social and economic ways, in the steady growth of education, and in the diverting of the old spirit of strong and sturdy individualism into the ways of cooperation, is seen the portent of an economic development which will place the state in the front rank of the "self-contained" commonwealths of the union.

Freeing Our Ships from Bondage

A long step forward has been taken and Congress has held out a helping hand to make the insurance of American ships and cargoes an all-American affair

THE American Merchant Marine has taken a long step forward and the marine insurance interests of this country have moved ahead with it. There is much left to do to put it on a level with that of Great Britain, but the first step has been taken.

The first move to free our ships from the bondage of the foreign insurance companies was the formation of the American Marine Insurance Syndicates by a group of the leading insurance companies of the United States in partnership with the Shipping Board.

Hearings by the House Committee on Merchant Marine and Fisheries brought out the fact that two-thirds of American marine insurance was controlled by foreign companies. In 1918 the total marine insurance business of the United States was in excess of $66,000,000,000. The net premium income amounted to $110,000,000. Of these premiums $64,000,000 went abroad.

Under the syndicate planned, in which the United States Shipping Board is a partner to the extent of $1,000,000, this situation will be exactly reversed. The most awkward complication which arose in the development of the syndicate plans was the fact that a number of the largest American marine insurance companies held reinsurance agreements or "treaties" with foreign companies; therefore, in order to make the syndicate effective it was necessary for the foreign companies to agree to accept one-third instead of two-thirds of the American business. The factor that influenced this position was the thinly veiled threat on the part of the Congressional Committee and the Shipping Board that unless this was done the government would go into the insurance business.

The organization of the American Marine Insurance Syndicate is not only revolutionary but timely, inasmuch as the United States Shipping Board is disposing of its enormous tonnage to private American enterprise, and without such a syndicate the insurance of this tonnage in America would be impossible.

The syndicates are three-in-one. The first provides for a maintenance, inspection and survey service to be given to the Shipping Board at cost and to other shipowners and underwriters on fair terms. This means that the American syndicate will have inspectors, underwriting and salvage service in all the ports of the world comparable to the British service of the same character.

The second is provided to insure all American steamships, both steel and wood, sold by the Shipping Board, to the extent of the amount of the unpaid purchase price thereon. This syndicate will take care of as high as $2,000,000 on any single hull.

The third syndicate will insure all approved American steel, ocean-going, private owned steamships and will have an underwriting capacity of not less than $3,000,000 on a single hull.

It is further provided that membership in the first two syndicates is limited to strictly American companies. Membership in the third syndicate is open both to American companies to the extent of two-thirds of its underwriting capacity and to foreign admitted companies or American companies controlled by foreign companies to an extent of one-third of its underwriting capacity.

Management of all the syndicates is placed in the hands of a board of nine managers, seven of whom will represent American subscribing companies, and two representing foreign admitted subscribing companies.

Proof of the Big Pneumatic Written in Goodyear Miles

The effect of Goodyear Cord construction, in making the pneumatic truck tire immensely practical, is shown in mileages rolled up by Goodyear Cord Tires, of 6-inch or greater diameters, on many hauling routes. A group of 259 Goodyear Cord Tires, reported at random, averaged beyond 12,000 miles per tire, 109 of these still remaining at work. The first 100 averaged 22,145 miles per tire, with 35 still in service. The scores of the four Goodyear Cord Tires, at the top of the partial list below, far outdistance any pneumatic truck tire mileages brought to public attention up to the time this advertisement goes to press

Standard Oil Company, Bradentown, Florida	60,000 miles
Standard Oil Company, Bradentown, Florida	52,000 miles
W. H. La Bar, Mechanicsville, N. Y.	45,000 miles
Long Leaf Pine Company, Tampa, Florida	45,000 miles
Denhalter Bottling Works, Salt Lake City, Utah	42,250 miles
Long Leaf Pine Company, Tampa, Florida (2 tires—each)	40,000 miles*
C. B. Mallard Co., Jacksonville, Florida (2 tires—each)	36,000 miles
Russel Taxi Co., Des Moines, Iowa	36,000 miles*
Tacoma Transit Co., Tacoma, Washington	35,000 miles
A. W. Kromp, Schenectady, N. Y. (2 tires—each)	35,000 miles
Sarraino Bros., Gloversville, N. Y. (2 tires—each)	35,000 miles
W. H. La Bar, Mechanicsville, N. Y.	35,000 miles
Fairfield Dairy Co., Fairfield, N. J. (2 tires—each)	34,120 miles
Smith's Dairy Farm, Aberdeen, Washington	34,000 miles
Ward Bros. Co., Inc., Rochester, N. Y.	32,000 miles
J. Keyser, Paterson, N. J.	31,481 miles
W. H. La Bar, Mechanicsville, N. Y.	30,622 miles*
J. Keyser, Paterson, N. J.	30,192 miles
Wm. F. Taubel, Inc., Riverside, N. J.	30,000 miles
C. R. Spikard Auto Stages, Los Angeles, Cal.	30,000 miles*
B. J. Henner Carting Co., Rochester, N. Y.	28,433 miles
M. Berg & Sons, St. Paul, Minn.	27,800 miles
B. J. Henner Carting Co., Rochester, N. Y.	27,067 miles
C. R. Spikard Auto Stages, Los Angeles, Cal.	26,000 miles*
C. R. Spikard Auto Stages, Los Angeles, Cal.	26,000 miles
Charles T. Smith Co., New Bedford, Mass.	26,000 miles*
B. J. Henner Carting Co., Rochester, N. Y.	25,681 miles
Ward Bros. Co., Inc., Rochester, N. Y.	25,148 miles

*Still in Service

Detailed records of manifold advantages and savings, produced in diversified hauling with Goodyear Cord Tires, can be obtained by mail from The Goodyear Tire & Rubber Company, Akron, Ohio.



GOODYEAR

CORD TIRES

Has the Silk Shirt Worm Turned?

It's the high cost of looking expensive, the desire to outdo our neighbors, that is in part to blame for prices. Sanity on the buyer's part would lead to sanity on the seller's

By FRED C. KELLY

FEWER things that are not needed at prices that ought not to be paid are being sold this season.

People are actually beginning to take the attitude that $25 for a shirt is too much money. In other words there is evidence that even a worm, if pushed too far, may turn. The worm to which I refer is of course the public—those of us who are obliged to buy clothing.

Take the silk shirt as the "Symbol of the Sucker." It might as well be summer furs or pearl necklaces. Those who bought silk instead of cotton were largely people who had never gone in for silk garments before, but such things were a handy means of displaying war profits or war wages.

The head of one of the most successful shirt-manufacturing concerns in the United States recently said in a private conversation:

"Silk shirts of exactly the same quality that we made to retail at $7.50 only a year or two ago will be priced for this coming summer at $25. Will people pay such prices? Not any sensible person, of course. And the truth is, frankly, that they could be sold profitably for less. But those who have been buying silk shirts recently have been doing so because of, rather than in spite of, the high prices. They welcome a chance to buy something at a high price that only a little while ago would have been clear out of their reach. Inasmuch as it is high prices that the present-day silk-shirt buyers want—desiring to be seen wearing something expensive—why not satisfy their craving and give it to them?"

But people awoke to the fact that they were making fools of themselves over every sort of expensive clothing. And so, along in May, clothing prices took a tumble. What with overall clubs, and threats of patched pants leagues, and the like, we had a successful consumers' strike. We became a nation of Turning Worms. And if we continue to buy clothing only when we can no longer get along without it—the time will come when one can buy a suit of clothes or a pair of shoes without having to pay more than twice what the article is worth.

They Wanted 'Em High

THE great outstanding fact is that in our luxury madness an appreciable part of the population has actually wanted to pay high prices. Thousands of men and women have so much ready money that they welcome any opportunity to spend it. During the war, when saving was a matter of patriotic duty, they held back somewhat; but now they are gratifying life-long desires to take their money out and see it go. The more needless the article they buy, the better they like it; the higher-priced it is, the bigger the thrill they get from buying it. There is scant satisfaction in buying those inexpensive things that we have always been able to have. In order to make our money limber up and show its mettle, we must buy things that we once looked upon as unattainable.

For example, in the days before national prohibition set in, two stevedores in New York, enjoying their high wages, set out to spend an evening together. One of them told the other that he had heard of a place where cocktails cost 90 cents each over the bar. He thought it would be interesting to go and have a cocktail in such a place. His companion was enthusiastic over the idea. They went, as adventurers, and bought the cocktails and drank them with not a little relish. But when they got the check, and discovered that the cocktails were only 60 cents each, they walked out in disgust.

> NEVER buy what you do not want merely because it is cheap." This axiom of Ben Franklin's—if it was Franklin's—needs rewriting today according to Mr. Kelly, the business philosopher. "Never buy what you do not want merely because it is expensive" is the modern version. Buying for the sake of spending is one of the causes of high prices and one of the incentives to profiteering—THE EDITOR.

Two-thirds of the luxuries we buy we desire, not for the use of the luxuries themselves, but because they serve as a convenient means of exhibiting our purchasing power. We want them to show the neighbors that we can afford to have them—so that the neighbors will recognize us as having become persons of consequence, and thus we may achieve a higher degree of social prestige.

Diamonds that sold for $125 a carat ten years ago now bring $600 a carat, simply because there are now vastly more persons who want to own diamonds as a symbol of their ability to have them. And yet diamonds have lost caste among the Very Rich, as being too common. Women among the Very Rich no longer wear diamond necklaces. Instead, they wear pearl necklaces—because pearls cost more

I know of a woman who traded a piece of Fifth Avenue business property worth more than one million dollars for a necklace. Indeed, pearl necklaces worth a million dollars have ceased to be unusual in the United States. A well-known pearl dealer in New York sold seven pearls recently for $350,000. One of these, exactly half an inch in diameter, was valued at $110,000. One New York society woman, who has a million-dollar necklace, counted up the number of times she had worn it last year. Figuring in the insurance charges, and the interest on the investment at 6 per cent, the cost for each wearing of the necklace was about $5,000, or, on the average, more than $1,000 an hour.

Knowing that the public will pay, employes have felt even more free to demand higher wages than if the increase came out of the pocket of the employer.

During the investigations of clothing prices by the Department of Justice, Assistant Attorney General Figg received a call from a man who referred to himself as a "labor diplomat." He wished to inquire if Figg thought the public would pay any higher prices for certain articles of clothing.

"The trades which I am representing," he explained, "are considering a demand for higher wages, and I have no doubt that they can induce their employers to grant their demands. But, the trouble is, I fear that when the manufacturer raises his prices to the public—as he would have to—there might be a falling off in sales, and this might decrease production until many of our men would be laid off."

Assistant Attorney General Figg encountreed a certain group of manufacturers who were actually arranging to raise their prices at least 20 per cent—because, they explained, they had no doubt their employes would soon be asking for enough more money to increase the cost 20 per cent. In other words, they were inviting an increase of wages by making advance arrangements for it—and passing the increase in advance—to the buying public.

There are shops on Fifth Avenue that display stockings for as high as $250 a pair. And it is not difficult at all to find a $30,000 fur coat. It isn't that such things are merely offered for sale. People buy them!

In an address before the American Bankers' Association, Mark L. Requa mentioned that in the thirty-year period ending in 1914, while our population had increased only about 75 per cent, the production of millinery rose more than 900 per cent, and of women's clothing more than 1,000 per cent. And that was before the war.

Mrs. Smith Won't Be Outdone

NOWHERE does waste crop out more often than in dress. A woman—or man—buys partly because she needs to have the warmth or covering clothes afford, but also because clothes give her an opportunity to proclaim her status. The more "new rich" she is, the more necessary does it seem to her to buy that which is fashionable or expensive.

Let us suppose that Mrs. Smith desires to outshine Mrs. Jones. Each is about to buy a new suit. Mrs. Smith can afford to pay $300. So can Mrs. Jones. But Mrs. Jones cannot afford to pay $400. Mrs. Smith can, because her husband has recently made a lot of money. What does Mrs. Smith do? She determines to buy a suit at $400. So she shows no interest in $300 suits but asks for something better. Mr. Merchant, obligingly, finds something for her at $400; perhaps it is only a trifle better and cost him only a trifle more than the $300 one, but it suits Mrs. Smith much better—because its expensiveness makes it exclusive.

The large number of women and men of the Mrs. Smith type, seeking something distinctly beyond the reach of others, has long made it necessary for manufacturers and retailers of woman's garments to provide not only costly articles but frequent changes of style. A common requisite of a new style is that it features some kind of material that is scarce and hard to obtain. Another essential is that it be enough unlike the style of the



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preceding season to entail a certain amount of wastefulness—that is, items of dress already on hand and still in excellent condition must be made comparatively worthless.

In this way, a woman with money is given an excuse, not only to buy more costly clothes than her neighbor, but to buy them oftener. Thus she is able to dress up to what she regards as her "position."

All this discussion is intended to indicate the reasons why merchants supply high-priced goods. In the long run, high prices are not so much the fault of the merchant or the manufacturer, as of ourselves. If we keep insisting on something a little "better," a trifle more costly, what is the merchant to do but supply the demand? I personally know of two big stores that were obliged to raise their whole scale of prices on ready-to-wear garments in order to meet competition and sell them. A store up the street had a big line of women's suits for $185 and upwards. The two stores I mention had only a few garments so high priced, but had a full line that they could sell for around $145. Women able to pay $185 for a suit did not care to waste time looking at mere $145 suits. So they moved on to the higher-priced establishment. As soon as the merchants with the cheaper goods raised the prices they got their share of the trade.

I know a man who deals in ostrich feathers and ostrich feather fans on a big scale. He showed me a fan that sells for $200 in certain stores, but for only $60 in certain other stores. The answer is simply that the customers of the more pretentious establishment would not be interested in buying that kind of fan except at a price so high as to surround it with a rich aura of exclusiveness.

Similarly, a buyer for a middle western department store noticed in the window of a Fifth Avenue shop a cotton dress priced at $90. The buyer learned where the dress was manufactured and found that he could buy them for $10 each. He also discovered that the same dress was being sold in another New York store for only $16!

Only $108!

A FRIEND of mine went to a department store on Broadway, accompanied by his wife, in quest of a bead bag. They found one at $25 which seemed needlessly high-priced, and so they didn't take it. A few blocks distant they saw in a shop window a bead bag exactly the same as the one marked $25, but considerably smaller. Thinking this one might be only about $16.75, they went in and inquired the price. A salesgirl nonchalantly informed them that it was worth $108!

I happen to know of a certain make of woolen stockings that cost $7 a dozen pairs to manufacture. The wholesale dealer pays $14 a dozen for them and sells them to the retailer at $24 a dozen. The retailers fix their prices according to locality and the kind of customers they serve. One retailer charges $3 a pair, or $36 a dozen. But at least one other store asks $5.50 a pair for the same stockings—that cost the original maker $7 a dozen.

The manager of a big department store in Cleveland was offered a lot of women's suits one day by a manufacturer, who explained:

"They're not really worth anything at all. They are unshapely, of poor material, and the colors are all wrong. Yes, they look as if they had been cut out with a knife and fork. But if you'll take them and sell them, we'll be glad to have just whatever you care to give us for them."

The department manager priced them at $14.50 each, but nobody bought them. So the department manager then altered the price to $31.65. And the suits were all sold within two days!



The buyers were largely people who hadn't gone in for silk before

Some months ago I received a little catalog from a Fifth Avenue men's furnishing establishment. The catalog contained photogravures of some shirts and neckties and kerchiefs. There were shirts for as high as $40 each, and handkerchiefs for as much as $85 a dozen.

I sat down and wrote to him somewhat as follows:

DEAR SIR: I have your catalog, and your shirts are indeed very pretty and attractive; but you do not appear to have anything quite up to my requirements. The ones priced at $40 each might be all right for morning or lounging wear, but, after consulting with my valet and his assistant, I find that I have all the cheaper shirts I need. If you had shirts of a little better quality, say something at $85 each, I might be interested. I am needing handkerchiefs, also, but here again I find the same difficulty. You advertise nothing over $85 a dozen, and while they may be of good quality, considering the low price, and might do in an emergency, they frankly are not up to the standard that I demand. If you are able to provide handkerchiefs of really first-class quality, I may want several gross of them.

The haberdasher must have had so many dealings with persons just as nutty as I appeared to be, that my letter did not strike him as anything unusual. He promptly wrote back assuring me that he did, indeed, have shirts for as much as $95 each, and handkerchiefs for $110 a dozen. Little did he know that I never paid more than $3 for a shirt in my life, and that my limit for a handkerchief is, so far as I can recall, a quarter! Our correspondence rah on, back and forth, for about a month, and I finally turned him over to a New York friend, who, I assured him, had just been appointed my special shirt commissioner.

The Merchant Strives to Please

THE point to all this is simply that a merchant is never surprised any more when somebody insists on paying several times what an article is worth—just for the joy of buying something preposterously expensive, and beyond the reach of others.

Now it used to be that the people who insisted on buying only that which is excessively high priced were greatly in the minority, so much so that only a small part of the goods on sale was designed to meet this demand. The bulk of the stock in the women's garment department of a department store was for those who had limited incomes.

But more recently, with high wages, and war profits, and the biggest crop of newly affluent persons that the country ever knew, it became a question whether the majority of buyers was made up of those who sought high-priced or low-priced articles. Many store proprietors took the view that the great majority seems to prefer costliness in their purchases, and that it was not worth while bothering much about the comparatively few of us who are obliged to seek moderate prices. This attitude spread until it had a distinct effect on the cost of clothing. Those of us who are not concerned over what the neighbors may think about the size of our incomes, are obliged to meet the scale of prices created by those who are humoring the show-off instinct. In other words, the drum-major impulse has made things difficult for all who might be willing to trudge along quietly in the rear ranks.

Not all the willingness of the public to pay high prices, however, has been due to the show-off instinct. As already suggested, another reason is that even modest people not accustomed to the possession of money enjoy the adventure of spending it when they get it.

There has been still another class of buyers who, while deploring the high prices, have met them in a cheerful, bowing-to-the-inevitable spirit. They have said to themselves:

"Well, everybody else is paying them. There is no way of avoiding high prices. So I'll pay them without a murmur, even though I think they're terrible."

I know a woman who set out one day to buy a spring suit. The one she had was in



Service to Lamps

Electricity may be dangerous or useful, a menace or a boon, according to how it is used! In exactly the same way, electric *light* may be either a destroyer of vision or the greatest possible *aid* to vision that a workman can have.

Whether you get helpful light or destructive light does not depend so much on the kind of lamps you buy as on whether or not you "serve" those lamps properly with shades and reflectors. IVANHOE shades and reflectors are so accurately designed that they will *always* improve the quality of illumination secured. But to get the greatest possible improvement the lamps and reflectors should be expertly installed. We shall be glad to advise with you about getting this expert service from some one near you or from our own engineering organization.

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"Service to Lamps"

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SHADES-REFLECTORS

good repair, but it was out of style, and she felt, not without justification, that she should have a new one. When she began to look about the stores she made a discovery. The lowest priced suit she saw, that she would have, was tagged $160. She had never paid even half that much for a suit in her life. But in order to have the quality that she was used to wearing, she would have to pay double. Her husband has only a moderate income and was having difficulty in meeting the increased cost of groceries. Suits costing $160 were distinctly out of his class. But this fact did not occur to his wife. All she saw in the situation was that the quality of garments she had been wearing had gone up in price. What else could she do but accept the price and pay it? The idea of dropping back to a suit of inferior quality, or of wearing her old clothes longer than she had been accustomed to, did not flash into her mind. Yet she had never been considered an extravagant woman. The trouble was that the cost of living up to her usual scale had run away from her. Either her husband must make more money or else she must begin to wear clothes that she once regarded as beneath her dignity. When she realizes that to buy the kind of clothes she used to, her husband must spend more than he makes, it will be obvious to her that she must drop to a lower scale of dressing.

We may make up our minds that prices will remain high so long as everybody shows a willingness to pay them. Not only does the merchant and manufacturer feel humanly disposed to take all he can get, but so does every workman in every establishment where excessively priced garments are made. They go and ask for higher wages and the employer practically says:

"Why, yes, certainly. I don't have to pay it anyhow We'll pass it on to the public."

Then, there has been profiteering of this kind: A manufacturer of ready-made garments—a rather well-known one, too—took orders for his goods at a certain price for delivery some months later. When the time for delivery arrived, he had the goods ready to fulfill all his contracts, but was reluctant to do so. He knew that he could sell for immediate delivery at a much higher price than his contracts called for. Being of a somewhat gluttonous disposition, he sent out letters to the customers, with whom he was under contract, and made them a statement substantially as follows:

"Owing to the scarcity of materials, we have been unable to keep pace with our schedule of deliveries. In order to get goods to you when you want them, we must pay such an increased price for material that we shall be obliged to increase our price to you. If you care to pay this increase, we will do our best to fill your original order within the next two weeks. Otherwise we cannot say how long it will be before we can fill all our contracts, and your order may be held up indefinitely."

Many of the customers, fearing they would be even worse off to deal elsewhere, waived their contract rights, and agreed to the extortion. The real reason why they agreed was because they knew they would not, in the final analysis, have to pay the increased price themselves, for they would pass it on.

Every time we pay a ridiculously high price we help just that much to maintain it. On the other hand, when we refuse to pay $150 for a business suit, not only do we still have the $150, but we are helping to pull down the price to a lower level.

However, there are hopeful indications that because the public is becoming aroused to the clothing situation, the worst may be over.

The Resurrection of Grove City

Here is the story of how a Pennsylvania town worked its way to fame and affluence through the application of cooperation and intelligent dairying

By ROBERT L. GRAY

IN MANY a clean, inviting grocery store a feature is a card bearing the words: "Grove City."

The sign carries distinction. It is its own advertisement, like breeding. It is its own proof, like success. It is a name that carries confidence, because when it makes a promise it keeps its word.

The things that come from Grove City, Pa.—butter, cheese, condensed milk—do not stay on shelves or take up space in refrigerators. They move. The people who pay for them spread their fame. To the public Grove City means butter—rich, sweet, satisfying, of dainty condition; cheese—making it clear that all that was ever really "imported" was quality, and that that has been duplicated or bettered in the domestic article; canned milks—famous for uniformity.

In the beginning there was nothing to this ordinary country community that other towns did not possess, except its purely latent possibility of and adaptation for a future it never suspected, and realized in the end only through the happy chance of someone else interfering with its Sleepy Hollow lassitude. Grove City was a community of small and careless farmers, of old-fashioned slack ways. There was no suggestion then of the place of the model dairy, for in those days a cow was only a cow, and the housewife rather sneered at the occasional talk of "blood."

Grove City's first acquaintance with the fate for which it was destined came when one of its citizens caught a glimpse of what its future might become and then, with the habit of his kind, jumped at his partial premise as a chub at a minnow. This first promoter of the cheese factory idea had the gift of talk, and Grove City fell head over heels without discounting by 1 per cent the lure of the promoter's ebullient enthusiasm. The factory started, the farmers rounded up more scrub cows, there was a general and uninformed rush to go into dairying. Afterwards there was a failure, some investors discovered that a good deal of money could go a very far way and never come back—and Grove City was long on a lot of scrub cows for which it had no manner of use. Grove City was milk-fed, and fed-up on milk, to say nothing of feeling that it had been milked dry.

Then came a faint-hearted attempt to organize a creamery—chiefly, one imagines, in order to make some use of the cheese cows it was such a labor to keep milked—and when it, too, ran on its predestined failure, it became difficult to mention butter without giving offense. Grove City did not want to be stung twice, and the fact that it finally produced men with the sheer nerve to offer themselves as the goats to the local historic jest is perhaps the most remarkable of its achievements since the "Professor" came to town.

The "Professor" was a laboratory expert of the Dairy Division of the United States Department of Agriculture. He cared nothing for the history of Grove City. All he saw was the place, which fitted his dream of what he wanted to put the test of commercial success on a theory that already answered affirmatively all his mathematical requirements. What the "Professor" had demonstrated over his separators, his retorts and other paraphernalia was that when the milk went into the pail every ounce could, in one way or another, be transformed into a marketable product.

Having picked Grove City as the spot for the experiment, the name of the Government, the eloquence of the "Professor," perhaps some latent sporting instinct, influenced stock subscriptions of $31,000.00, and the creamery came into being, the Dairying Department its patron saint and directing genius.

What Grove City came to mean afterwards has been told, but on the day the creamery went in operation only 28 patrons delivered milk to produce 78 pounds of butter fat. In a month the news had spread and 106 farmers were delivering. In a year there were 338. In four years, in June, 1919, 677 farmers were delivering daily 18,000 pounds of milk.

For the fiscal year 1919 the Grove City products totaled 500,000 pounds of butter, 85,000 pounds of sweetened condensed milk, and 25,000 pounds of cottage cheese—erstwhile buttermilk.

In the five years since the "Professor" found the spot for his experiment in the large, there have been distributed among farmers over $1,000,000 in purchase of the raw products, the creamery has trebled its capitalization and doubled its plant equipment and is a thriving and profitable enterprise; and Grove City, which the "Professor" happened to find, has won a way to the lips, the minds, and has become a select something for the tables of the country.

The story might be extended indefinitely. One is tempted to dwell, for instance, on the usual suggestive effects of one marked success. The miracle of team play learned by virtue of once crossing the line in concert has there one of its perfect illustrations. Grove City has been metamorphosed from a rambling, more or less irrelevant, more or less indifferent and aimlessly individualistic community, into a compact, cooperative organization realizing that a common asset is the foundation of a multitude of diverse successes.

Grove City has learned that the first thing in life is to know how.



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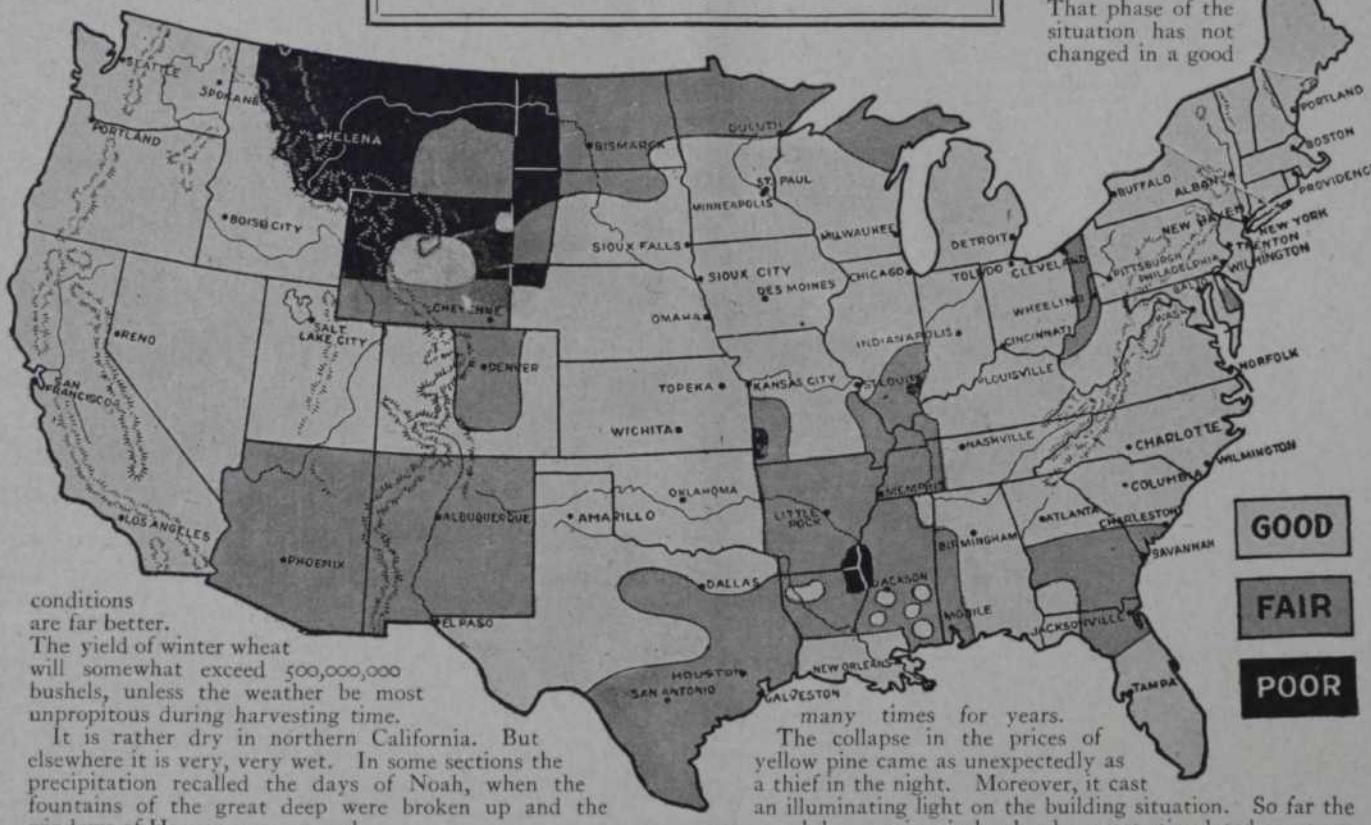
The Long, Wet Spell Makes the Farmer Hustle to Get His Corn Planted—But Abundant Rain Gives Promise of a Good Crop

BY ARCHER WALL DOUGLAS

THE matter of immediate and most vital moment is that of the crops and what shall the harvest be. It is a more cheerful story than thirty days ago, because of more sunshine and every now and then a warm day. Whenever the weather and soil conditions permitted, farmers have been very busy planting and cultivating. Much corn has been put in, and under the best possible conditions of a moisture-soaked ground. The spring wheat acreage will be less than last year, but soil conditions are far better. The yield of winter wheat will somewhat exceed 500,000,000 bushels, unless the weather be most unpropitous during harvesting time.

Business Conditions, June 11, 1920

THE map shows at a glance the general business conditions of the country. It is prepared by Mr. Douglas as a weather map of business, and should be so read. The light areas indicate large bank deposits, promising crops, industrial activity, evidence of an economic evolution, creating new needs in home, shop, and farm—in a word, a "high pressure" buying market. The black areas locate reverse conditions. The shaded area means half way.



It is rather dry in northern California. But elsewhere it is very, very wet. In some sections the precipitation recalled the days of Noah, when the fountains of the great deep were broken up and the windows of Heaven were opened.

In much of Arkansas, and in the central south in general, cotton planting is greatly delayed, and where the plant has come up the fields are grassy and need cultivation. The boll weevil has made its appearance in the southern portion of the cotton belt, and is very busily and destructively on the job. Ranges and pastures are generally in fine shape, and live stock are in good condition. There is continued promise of a large yield of all manner of feed and forage for live stock. One constant sign of improvement in scientific and business-like farming is the steadily growing number of silos all over the country.

There will be plenty of fruit this year on the whole, though very little in some sections. This spotted condition is particularly true of peaches. In states as far apart as Idaho, Washington and Oregon on the one hand, and Texas, Oklahoma and New Mexico on the other hand, the peach crop is almost a complete failure because of frost and cold weather last winter and spring. While in much of the central west and some of the eastern states there will be a great yield. Apples, citrus and other fruits, important commercially, fared much better, and their outlook is for large yields. Georgia peaches—the edible, not the baseball variety—are now moving to market. Apples in especial have a good outlook, provided they get by the "June drop" successfully. There will also be plenty of small fruits. Strawberries are emblematic of some phases of the present economic and producing situation. The production is about half as large as four years ago, and their cost is twice as much. Jones, the consumer, still pays the freight. That phase of the situation has not changed in a good many times for years.

The collapse in the prices of yellow pine came as unexpectedly as a thief in the night. Moreover, it cast an illuminating light on the building situation. So far the very much lower prices in lumber have not stimulated construction but just the reverse. Intending builders seemed to have concluded that may be other things, connected with building may also come down. Yet there seems to be much construction assured for the remainder of the year, provided always that material and labor can be had. And they are, in the main, both scarce and expensive. Also the building situation is very local and very spotted. It is merely a matter of how much necessity still exists, and how long before it will be satisfied.

Credit curtailment and the refusal of banks in some sections to loan money for building purposes is adversely affecting the situation locally. The calling of loans by banks, and the consequent liquidation in some lines, coupled with the reports of some cancellations of orders placed with manufacturers, have had their natural effect upon that eager buying spirit which never asked a price, and which, consequently, was one of the sustaining forces in the price situation.

It is rather a slowing up in buying in some lines, than anything more serious. For the general purchasing for needs, and for seasonable futures, continues much as before, and finds its chief



Graced! She, who in the business of this brisk day is a persevering and now really tremendous power—"the second in command"—is quick to stamp with her unrestrained approval those things which best help to lighten the burden of her work. A new order! Because the Mimeograph is particularly a woman's implement—neatly doing in hours the work of days—its importance in the world of commerce has kept pace with the remarkable growth of woman's influence in business. Today the Mimeograph is duplicating, at the remarkable speed of five thousand well-printed copies an hour, all kinds of form letters, bulletins, blanks, designs, maps, diagrams, etc., in unnumbered thousands of institutions throughout the world. And thereby it is cutting costs and tedious labor down to minimum. Booklet "N-6" will tell you how this is done. Send for it now. A. B. Dick Company, Chicago—and New York.

MIMEOGRAPH EDISON-DICK


"A fine job of label imprinting, Miss Lane! And you say we turned out 4,800 impressions per hour? At one *quarter* of the printer's figures? Well!Well!"
PRINT it on the

"He sat astride upon my shoulders, and held my throat so tight that I thought he would have strangled me."—*The Old Man of the Sea, Sinbad's Fifth Voyage.*

SOUNDS familiar—and here's betting you know exactly how it *feels*. High costs, high wages, low production have been riding you like a regular "Old Man of the Sea" for so long that you've about given up hope of ever breaking that terrible strangle-hold—of ever getting relief so that your business could catch its breath, and strike its real gait again.

But there's *one* place where you *can* throw off the burden as easily as Sinbad did. That place is your *printing*.

There's no secret, no catch about it—the big idea can be summed up in five words, PRINT it on the MULTIGRAPH.

Say those five words and *mean 'em* and your printing troubles are over. And you'll begin unloading *other* troubles *all along the line*—factory, office, sales force, the trade.

It PRINTS

The Multigraph PRINTS—and prints *right*—not cheap looking stuff, but work you'll be proud of. Everything except the big jobs.

Prints 'em from real type on a small, compact, *rapid rotary press*, in *colors*, with *illustrations*, to the tune of four or five thousand impressions per hour.

You get your jobs *when* you want 'em, *as* you want 'em, *every* time.

It Prints and IMPRINTS

Five, 500 or 5000 folders, booklets, checks, tickets can be imprinted (imprints changed as often as you please) in *less time* than any printer will do it, at *half the cost*.

It Prints and SAVES

Saves 25% to 75% in printing costs on every job.

Saves bother, saves time—a delayed order blank, route card, letter, or folder may hold up the entire office, a factory department or a sales campaign.

Saves sales effort—helps salesmen to devote their time to real *selling* instead of educational work.

Saves leaks—any confidential job can be printed in your own office by your private secretary.

It Prints and EARNS

Earns in the selling end—doing missionary work, gingering up salesmen, following up prospects, working on the trade, developing small town, hard-to-cover prospects, building up mail-order business.

Earns in the factory—shop forms, time cards, wrappers and labels, delivery slips, bulletins and notices—always on the job, no delays, production speeded up in every department.

Earns in the advertising department—folders, circulars, house organs, form letters, mailing cards, sales letters, imprinting—stocks easily kept up, new rapid-fire stuff at a moment's notice.

Earns in the office—letterheads and envelopes, invoices and statements, office forms, collection letters, bank checks—all the business helps that keep the wheels moving, all the systems, all supplies printed right, and right on tap.

Earns by enabling every department of your business to do its work without fuss, without delay, without losing a trick.

A little time spent with the Multigraph representative will show clearly *just what the Multigraph will do for your particular business, what it will PRINT, and SAVE and EARN for you.* Or, if yours is one of the *few* cases where the Multigraph can't be of service, the interview will show you that. For remember—

You can't buy a Multigraph unless you need it

THE AMERICAN MULTIGRAPH SALES CO., Cleveland, Ohio
Offices in Principal Cities

THE INTERNATIONAL MULTIGRAPH CO., (Britain) Limited, 15-16 Holborn Viaduct, *London, E. C. 1*
THE INTERNATIONAL MULTIGRAPH CO., *Paris*, 24 Boulevard des Capucines
THE MULTIGRAPH SALES CO., Ltd., 84-88 Bay St., Toronto, Canada, *Offices in Principal Canadian Cities*

MULTIGRAPH

THE MULTIGRAPH SENIOR This is a complete, compact equipment that turns out high quality printing and form typewriting at very low cost—averaging a saving of from 25% to 75%. It is simple and easy to operate; rapid and convenient. Electrically driven, with printing ink attachment, automatic paper feed, signature device, automatic platen release and wide printing surface.

THE MULTIGRAPH JUNIOR This is a wonderfully efficient equipment for concerns which have a limited amount of work. It does both form typewriting and office printing and produces the same high quality of work as the Senior Equipment, but it is hand-operated only and cannot be equipped with electric power, automatic feed and signature device attachments, as can the Senior.

The Multigraph
1818 E. 40th St., Cleveland, O.

Tell me more about what the Multigraph will PRINT and SAVE and EARN for me.

Firm_____
Our line is_____
Name_____
Official Position_____
Street Address_____
Town_____ State_____ N. B. July

difficulty is in procuring sufficient merchandise to fill its orders. This is particularly true in the metal lines, where scarcity of material still persists and prices continue to advance. One effect of the recent price cutting and bargain sales indulged in by the stores in many of the large cities is to strengthen the growing popular belief that the beginning of the end of high prices in general is in sight. While on the other hand, there is no apprehension of any sudden slump in prices, such as characterized the panics of the past.

About 30 days ago one of the well known research organizations of the country announced that for all-around best public school systems three western mountain states, Montana, California, and Arizona, headed the entire list of our forty-eight commonwealths in the order named. It is as much an economic as an educational phenomenon as in these states growth in education and commercial life have naturally and inevitably gone hand in hand. To those befogged and belated minds who believe that the desire for and love of education is largely because of history, tradition, and a sacred past, it may be illuminating to study how these states, without much history and very little past, the scenes of mining camps, of cowboys and cattle ranches, of erstwhile dance halls and bad men, have so suddenly, so seriously and so effectively come to the front as leaders in the one thing—education—which so typifies the progressive, intelligent, American commonwealth. The "wild and wooly" seems very conclusively to have gotten there.

The High Cost of Campaigning

No longer are funds used to buy votes—Heavens no! "Education and Enthusiasm" are today's mottoes—and who so enthusiastic as the man who has given?

By PYM

WHATEVER the other results, the recent congressional investigation into pre-convention campaign funds produced one good laugh.

"If you had had big money, what would you have done with it?" was asked a state manager who put over his candidate on a couple of thousand of dollars.

"I would have divided it up among my friends like most of the others did," he replied.

The investigation, though taking place before even the beginning of the big event which can't start until after the national conventions, made it clear that political campaigning was never before so costly as at present.

Managers for candidates for the nominations spoke of tens of thousands of dollars as lightly as post-war magazine writers discuss German marks in connection with a Berlin dinner.

They've Gone Up

IT was clear that the high cost of living has reached even the precincts of inside politics. In truth the haunting ghost of high costs is already being paraded by political fund raisers as excuse for urging extra liberality.

Another fact of some significance, and of itself pleasing, that the investigation brought out is that the bulk of funds used in national campaigning goes for legitimate purposes—that is for printing, advertising, meetings, instead of for the ways of outright corruption.

The big trend towards the wholly legitimate mediums for boosting campaigns, puts a decided business aspect on political campaigning and it looks more and more as if managers would have to do a little better bookkeeping and go a little deeper into cost accounting if they are going to satisfy the growing demand to know: "Where does the money go?"

Furthermore, the fund raiser will soon be abroad. Don't scorn or be too harsh with him, for no matter how many his thousands or his millions, his troubles ever exceed his exchequer. In the words of the famous Mr. Plunkett, of New York, "there's never enough to go around."

There are many reasons why everyone should know something about the mechanics, the philosophy and the practical results of political fund raising and spending, for, aside from any question of political reform, that branch of politics is a tremendously big one.

A man who had a big part in raising a fund of $2,500,000 spent by a committee that supposedly won a national election was asked: "What percentage of the money raised and spent by your committee really counted in shaping the result?"

"I'll give an opinion," replied he, "which is that not a cent we spent had a thing to do with bringing about the result of the election."

"And the other side—?"

"What they spent actually helped us; probably accounts for our victory."

Campaign headquarters and the noise they make with the funds they spend have less to do with shaping the results of big political contests than the public and even a great many politicians suspect. But, paradoxically, the managerial organizations and the heaps of money that sustain them are still essential.

The direct outlay on the promotion of political campaigns during this quadrennial election year may be $100,000,000. The estimate is a moderate one. It does not include indirect costs, the effect on general business, time given by persons not on the payrolls, the expenditures made by newspapers and magazines in reporting the events of the campaigns.

Here are somewhat detailed estimates, and very conservative ones, on how at least $50,000,000 will be spent:

Postage	$5,000,000
Telegraph and telephone service	2,500,000
Advertising	15,000,000
Publicity (not advertising)	2,000,000
Brass bands	500,000
Halls and theaters	2,000,000
Clerical help	5,000,000
Buttons and badges	2,000,000
Conventions and rallies	4,000,000
Printing	10,000,000
"Workers" and speakers	2,000,000

The operation of the election machinery, registering voters and collecting and counting the ballots, will entail a direct cost to taxpayers of between $25,000,000 and $50,000,000.

And as to the summarization of expenditures by candidates and the friends of candidates, it may be tested by the outlays incident to the national conventions of the two big parties. If we include the personal expenses of delegates and visitors to the conventions the outlay on those two events alone will not be less than $20,000,000. A New York newspaper estimated that for the Republican National convention of 1916 at $7,500,000, and prices have been swelling ever since.

The 5,000,000 to 10,000,000 of dollars that the national committees of the big parties will account for this year will be only a bagatelle of all the costs of the year's campaigning. While the presidential race will overshadow all others, it will be only one of perhaps 200,000 separate contests for office between early spring and November 2. All told there will be 500,000 or more "candidates," including those who take part in the pre-nomination rehearsals for the main events. And each will have his "active supporters" which means the giving of time and in great part of means by millions.

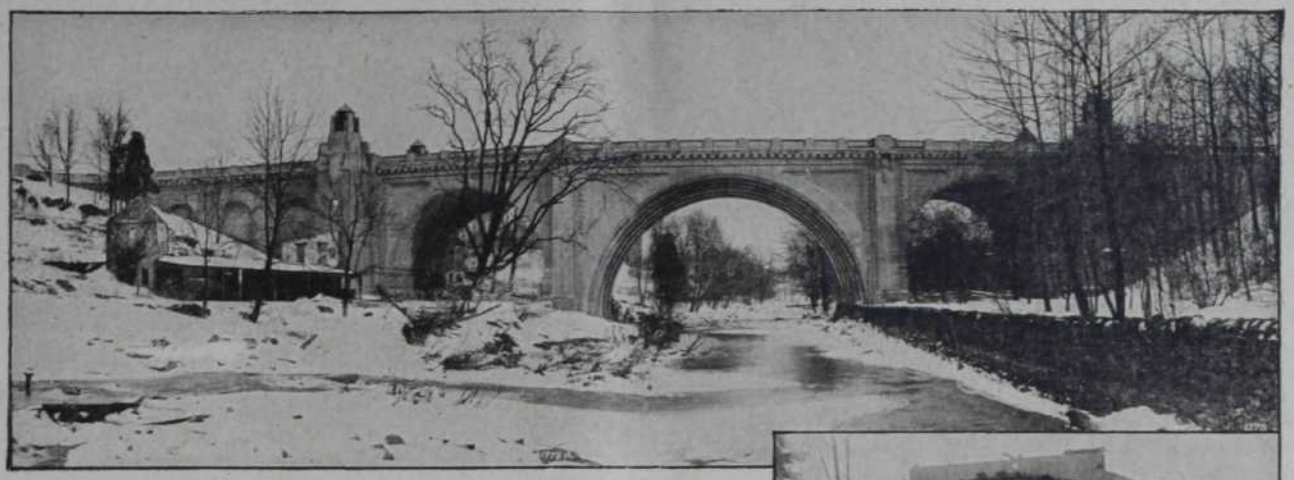
It will be a rare voter who doesn't receive from three to twenty letters from candidates and campaign committees. The postage alone on a single sealed letter sent to every registered voter in the country entails a cost of nearly $500,000. Other expenses would run the gross cost of preparing and mailing the letters up to about $5,000,000. And reaching the voter by letter—a method much elaborated in recent years—is only one of a half dozen legitimate ways of bolstering a political campaign. A side-light on increasing cost of politics is shown by the political letter. The unsealed, penny-stamp communication

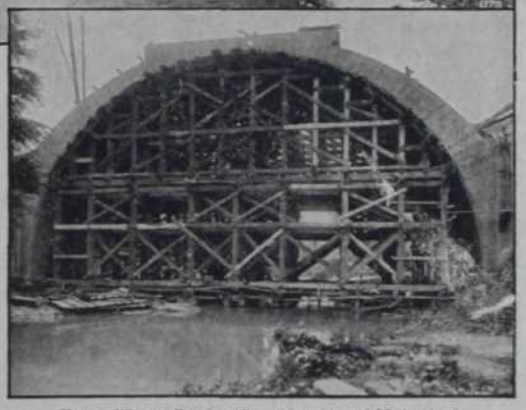


no longer gets results. Neither does a multigraphed form letter strike home very forcibly. Nowadays efficient campaign managers send out real letters that are actually typed, either by hand or machinery, and carefully inscribed with the names and addresses of recipients. They find that the added expense is worth while.

And there must be printing, mountains of it, and paid advertising, at a cost of $100 to $1,500 a page in newspapers, and posters, and all the other costly addenda of opinion making.

Money is an inescapable item of consideration in 75 per cent of proposed adventures into campaigning politics. What will the campaign cost? How can the money be procured? Those questions confront nearly





False Work, During Construction of Main Arch

BRIDGE BUILDING UNDER DIFFICULTIES

The extension of the Lincoln Highway through northeast Philadelphia has afforded an unusual opportunity for the construction through Pennypack Park of a handsome bridge over Pennypack Creek. Day & Zimmermann, Inc., were engaged for the entire work of construction.

The bridge is of concrete. It is 585 ft. long, including approaches. 60-ft. arches span the driveways along both banks of the stream. A 100-ft. arch carries the structure across the creek which is 69 ft. below the level of the handrail. The roadway on top is 54 ft. wide with an 8-ft. walk and 4 ft. of sod on both sides.

Perplexing problems beset every stage of construction. Though within the city limits, the bridge is in so remote a section that the securing of labor was most difficult, on account of the wartime conditions prevailing in 1916. Despite this, good progress had been made when the governmental ban on transportation of road and bridge-building material took effect. This stopped the work entirely. The construction force was necessarily dispersed and the equipment disposed of. Resumption was held up until early summer in 1919 and completion until 1920.

The Bensalem Avenue Bridge job is a monument to the adaptability and resourcefulness of that portion of the Day & Zimmermann organization engaged in its construction. The same spirit permeates our organization throughout, insuring an equal degree of efficiency to our engineering work of every character—everywhere.



DAY & ZIMMERMANN, INC.

Engineers

Chicago **PHILADELPHIA** **New York**

Engineering *Management* *Reports* *Valuations*

every candidate and every political committee, regardless of the belief held by many students of politics that 90 per cent or more, of all money spent on campaigns is utterly wasted in so far as affirmative results are concerned.

"But don't corrupt-practices acts protect the poor-man candidate and the fundless campaign committee?" someone may ask.

No; for so far as campaign funds are concerned corrupt-practices acts are almost as toothless as a centenarian. They aim at preventing political corruption, while the big expenses in political fighting, as campaigns go, are for what are regarded morally and legally as legitimate endeavors.

"Isn't there strict limitation on even legitimate expenditures?"

Limitations yes; strict ones, no.

In fact, barring perhaps a few states, a candidate or a committee may spend all the money procurable and violate no law. Oh, yes, a candidate for Congress or the Senate is limited to a modest sum—for newspaper advertising. His friends may spend what they please in his behalf so long as it is without his "knowledge and consent." He can spend as much as he pleases for "necessary personal expenses, incurred for himself alone, for travel and subsistence, stationery and postage, writing or printing (other than in newspapers) and distributing letters, circulars and posters, and for telegraph and telephone service." It, indeed, would be a sorry manager who couldn't honestly go as far as his money went, under the exceptions named in the law! And, furthermore, if a candidate for congress or the senate exceeds the minimum or fails to make a report, he is subject to no punishment as the law carries no penalty.

The national committees are required only to report receipts and expenditures, prior to and following elections in which they take part. If you ever try to handle one of those massive reports, you will understand why they are meaningless, except as to "big contributors" and grand totals. It would take a skilled accountant a month to find from those filed in 1916, for example, how much each of the big committees spent for advertising or for printing.

Does Honesty Cost More?

OF course, as to federal law, there are other statutes which candidates and campaign managers must keep in mind. There is a recent one making vote-buying a crime, and an older one covering conspiracies to corrupt elections. Then a man making a false report might be prosecuted for perjury.

But whatever the cause, something has affected the raising and spending of money on political campaigns. Less is either raised or spent corruptly, but, oddly, as the "legitimate appeal" increased in vogue the volume of money spent on campaigns also increased. Campaigns cost more today than ever before in the history of the country, yet there no doubt is less corruption, especially of the grosser sort, than ever before.

The politician is finding the postage stamp and the paid advertisement more efficacious than the bribe. This probably is because of the growing intelligence of voters; but is due chiefly in all likelihood to the honestly independent element of voters becoming more important than the dishonest floating element.

While expensive politics is becoming more and more the rule, big spending on political campaigns is new neither to this nor to other countries. In truth, there are records of past performances which, in dramatic quality, exceed anything that occurs or is likely to occur in these days of business-like political generalship.

The famous "spendthrift election" that occurred at Northampton, England, in 1758, holds the record probably for reckless distribution of money. Three lords spent more than $2,500,000—at present values about $10,000,000—in one local contest. Two of the contestants, who had been rated among the wealthiest of Britons, went broke, sublimely. Forty years later there occurred



the "Austerlitz of electioneering" at Yorkshire, England, when three candidates spent a half million dollars in a fight over a single parliamentary seat.

The great Wilberforce recorded the fact that, in order to get and remain in position to pursue his reforms, he had to spend between $80,000 and $100,000 in a single election. He also blandly admitted paying two guineas for single votes and four guineas for "plumpers."

The year before the Northampton orgy, or in 1757, George Washington made note of the fact that he had found it wise to supply a local electorate with "one hogshead and one barrel of punch, thirty-five gallons of wine and forty-three gallons of hard cider."

But big spending on campaigns, if not elections, is a relatively modern phenomena in American politics. The committee that promoted Lincoln's first election spent less than $1,000, though his second election cost $200,000. And here it may be cheering to the abused "practical politician" to note that Lincoln wasn't above digging into his private funds for money with which to pay the expenses of a favorable delegate to the Chicago convention.

Grant's race in 1868 is generally regarded as the first heavily financed national campaign in this country, but some students credit Samuel J. Tilden, superb blend of statesman and political manager, with originating the popular campaign fund on a national scale.

It was left to men like William C. Whitney and Marcus A. Hanna to give the Napoleonic touch to national campaign fund raising, and to Bryan for the apothegm of "popular" fund raising.

The Cleveland campaign of 1884 was among the most spendidly financed of national contests. A dozen men, including William C. Whitney, Oliver H. Payne, Levi P. Morton and William L. Scott, gave no less than $1,000,000. Scott is credited with having contributed $250,000, which, with one or two exceptions, is the largest individual gift ever known to have been given to a campaign. The largest was probably the $450,000 donated by Thomas F. Ryan to the Parker campaign in 1904.

Ryan was the most generous giver to campaign funds. No less than $350,000 of what he donated in 1904 was subscribed, so he says, after it was clearly apparent that Parker couldn't be elected. He gave it to pay debts of the Democratic National Committee, "because I did not want to see the Democratic party disintegrate."

Again in 1912, Mr. Ryan contributed "thirty-odd thousand" dollars to the Underwood pre-convention campaign, "somewhere between seventy and eighty thousand" to the Harmon boom, and declared later that he would have helped both Champ Clark and Woodrow Wilson had he been asked to do so.

Mark Hanna was the most masterful raiser and spender of campaign funds the country ever knew. It is estimated that he saw to the distribution of not less than $10,000,000 on the McKinley campaign of 1896, though the treasurer of the committee has testified that only about $3,500,000 passed through his hands.

A few weeks before the election, reports to Chairman Hanna indicated that Iowa was lost to the Republicans. Within ten days every normally Republican voter in the state was visited, at a cost of $250,000, and the state was saved.

Similar tactics were employed by the managers of the pre-convention Roosevelt campaign in 1916. In one day they spent $25,000 on telegrams sent into Massachusetts.

What the Last One Came to

THOUGH it followed upon warm discussions of the big campaign fund evil, the presidential fight of 1916 entailed an expense of approximately $5,000,000. That is to say the two national committees of the big parties reported raising and spending that much. Perhaps as much was spent without the knowledge of the committees, for hundreds of subordinate committees shared in the contest, and many individuals and independent organizations spent money.

All big campaign work, as a rule, is financed by a relatively few persons, despite the hue and cry concerning thousands of small contributors.

"It's not the value of the mites they give that counts," says our experienced political manager, "but the moral effect of giving something. When you prevail on a voter to invest in a campaign, though his investment be a financial burden to the campaign, he will take more interest in the success of the fight than he would if he contributed nothing."

Why all the shouting and crying about money raising and the noisy spending of that raised if it counts for nothing or next to nothing affirmatively? Re-enter our skilled politician.

"Most voters won't enthuse over a movement they favor unless the leaders of the movement display confidence in its success. And the voter has come to look upon political fireworks as proof of internal confidence.

Then, what good, if any, does the raising and spending of campaign funds accomplish?

There are several "good result" elements in the apparently evil and futile practice. It carries a modicum of educative value, for one. Best of all, it "gets out the vote."

The "red-fire" activities of the Democrats probably get out more Republicans, and vice versa, but the country, as a whole, and citizenship, as a whole, benefit.



Homes and Labor Turnover

YOU seldom find labor troubles, discontent, or high cost of labor turnover where workmen are given a chance to live in a place they can truly call home.

Industrial housing has ceased to be an experiment. Scores of the most efficient and successful managements have proven that a *real home* means a *real workman* who sticks contentedly on his job.

The Curtis way of construction solves the most difficult of all building problems —Industrial Housing.

Curtis houses are NOT "ready-cut" houses. They are designed and planned by one of America's foremost authorities on Domestic Architecture, Trowbridge & Ackerman. Built by the dozen or by the hundred, it is possible for every one of the Curtis houses to be distinctly beautiful, comfortable, and inexpensive.

We want to discuss this most important matter of industrial housing with those progressive executives who realize that it is not a matter of philanthropy to give their employees a decent place to live in but good, cold-blooded business—the sort of common-sense business that pays dividends in dollars as well as in pride.

Have our representative see you. Let us show you why the Curtis way is the most economical, least expensive, and most satisfactory to you who regard any building as an INVESTMENT.

The illustrations of the houses themselves, and of the Curtis Woodwork in them, will tell you in an instant why your labor turnover costs should drop when your workmen are able to live in houses like these.

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The makers of CURTIS *Woodwork guarantee complete satisfaction to its users. "We're not satisfied unless you are"*

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Making a Nuisance Pay

How the new head of the Bureau of Mines forced poisonous smoke to produce dividends instead of trouble and then turned over the benefits of the discovery to humanity

By JAMES B. MORROW

A CENTURY AGO, almost, Herr Hohlfeld, a teacher of mathematics in Leipzig, found that if he electrified a wire hung in a bottle filled with smoke that the smoke rapidly cleared and left a deposit on the sides and bottom of the bottle.

The discovery made no impression on the minds of scientific men and was soon forgotten. Sixty years afterward, Sir Oliver Lodge, the famous English physicist, rediscovered the same phenomenon, and in 1886 made it public in a lecture before the Society of Chemical Industry at Liverpool. He suggested that the principle be applied for smoke and fume abatement and the clearing of fog.

At this moment, in Montana, the bottle of Herr Hohlfeld has become a chimney 585 feet high and 86 feet in diameter.

The wire of Herr Hohlfeld has become 111 miles of electrified chains suspended between huge plates.

The smoke of Herr Hohlfeld has become the dust and fumes of a great copper reduction plant. When the plates are deeply coated, the electricity is turned off and the accumulated particles fall into hoppers.

To the German, with his bottle, must go the honors of discovery and to the Englishman the laurels of rediscovery but Frederick G. Cottrell, an American, has the greater distinction of practicalizing and applying the discovery.

"I had a slight knowledge of the work of Hohlfeld and Lodge," said Doctor Cottrell to the writer of this article "and, after making some experiments of my own, was convinced of the feasibility of precipitating the suspended matter in gases and liquids by means of electricity. The result that followed may fairly be described as the reduction to engineering practice of the fundamental process revealed to the world by the splendid pioneer work of Sir Oliver Lodge."

Smoke, dust and vapor from kilns and smelting works and from roasters and lead furnaces were being poured over orchards and fields in California fifteen years ago. Farmers, whose property and crops were being injured or destroyed, had gone to the courts for relief. Invisible sulphur dioxide, sulphuric acid, arsenic and lead salts and visible particles of lime filled the air in some of the richest agricultural regions of the Pacific Coast

Such was the state of things in 1905. Frederick G. Cottrell, aged twenty-eight, was then an instructor of physical chemistry at the University of California, where he had been graduated when he was nineteen. In Germany, while a student at Berlin and Leipzig, he had noted the close relations that existed between the small colleges of Germany and the manufacturing classes. Professors, working in obscure laboratories, often made discoveries of great value to industry, and German products were being sent all over the world.

In short, Germany turned young Mr. Cottrell into a practical man—practical personally and practical in his thoughts toward the nation in which he was born. He was wedded, in 1904, to Miss Jessie M. Fulton. So in the summer of 1905, "needing a few hundred dollars," as he told the writer, he gave his vacation to the task of earning the money he required further to furnish his home.

The destructive gases occasioned by the smelting of copper on the Pacific coast had deforested mountains and ruined crops and caused much litigation. Farmers were suing the owners of smelters and in some instances the smelters were closed.

"I approached the subject from its noxious side," Dr. Cottrell said. "Men working in copper were not concerned in the values that might be contained in smoke and dust. They were not interested in the removal of suspended particles from gases, except as the gases and their elements caused injury to farmers and orchardists and lawsuits for damages.

"My summer vacation of 1905 was spent in experimentation. In the autumn, at the suggestion of Dr. Henry East Miller, a consulting chemist, I set up a little laboratory in San Francisco. Dr. Miller, like myself, had been graduated at the University of California. He put some money into my enterprise and I continued my college duties at Berkeley."

Along Came the Earthquake

I WOULD spend the morning in our San Francisco laboratory and teach at the university in the afternoon. Then occurred the earthquake and fire of 1906 and we lost all of our equipment. Dr. Miller had gone as far with me financially as was prudent for himself, and so we were glad when Mr. E. S. Heller, also an alumnus of the University of California, expressed a desire to join us. He was a man of means and had strong banking connections.

"I have no extravagant habits," he said, "and neither own a yacht nor a ranch."

"We hailed him with delight and gave him an interest. I worked five years on the invention and spent about $30,000. There were many difficulties and disappointments. Our first practical test, it might be said, was made at the Du Pont Powder Works on San Francisco Bay, where we used gases of sulphuric acid, sending a current of electricity, by means of asbestos electrodes, through the wet sulphur fumes. Precipitation followed."

Farther up the bay, in the meantime, the Selby Smelting and Lead Company was having trouble with neighboring farmers and was filling an adjacent tunnel of the Southern Pacific Railroad with the fumes of sulphur trioxide from a silver dissolving plant.

Injunction proceedings had been started to close the smelters. Three great stacks were smothering the surrounding territory with acid, arsenic and lead salts. The small success of Dr. Cottrell's invention at the powder works caused the Selby Company to open negotiations for its use at their own establishment.

"Our machinery," Dr. Cottrell told the writer, "met the situation at this plant and appears to have been the first commercially successful installation of electrical precipitation ever carried out. Slowly we made headway elsewhere and always we pointed to the stacks of the Selby Company as witnesses of what could be done."

The news spread that smoke and gases could be "Cottrellised" and throughout the west orchardists and farmers appealed to the courts for the abatement of nuisances that long had poisoned trees and fields and eaten the paint off of houses and the shingles from the roofs of barns.

For the Public Benefit

PROFESSIONALLY, I was not an inventor," Dr. Cottrell said. "Nor had I any ambition to be a manufacturer. I had no desire of using the process I had developed in my own behalf. Dr. Miller and Mr. Heller shared my feeling in this respect.

"I believed that the same kind of cooperation between science and business that I had observed while a student in Germany would be of immense value in this country. But there were dangers to be avoided. Our colleges and universities, I thought, would not be strengthened were they to be dominated or influenced by business corporations or by particular industries.

"Science, as I saw the case, should work in freedom and its discoveries given to the public. In that way our national development would be promoted, and the workers in our college and university laboratories would be detached from all outside interests.

"At first we thought that we would turn our patents over to the University of California. Later, we decided that some other and larger plan would be better. Accordingly, the subject was brought to the attention of the Smithsonian Institution, a really national organization, and after two years of deliberation its officers accepted our proposal.

"We had spent, as I said, $30,000. Our patents were on a paying basis. The future was filled with promise. On our part, we asked that we be reimbursed for our outlay and that the money received for the use of the patents be devoted to the carrying on of the work of scientific research.

"A corporation was organized by the Smithsonian Institution. Eminent men of business and science agreed to act as officers and directors. They are administering the patents with energy and ability and have already accumulated a large fund.

"The Smithsonian Institution, through its Research Corporation, controls the patents in all of the forty-eight States, except six, in two tiers, on the Pacific coast. Young men had come into our laboratory and business and we transferred to them the rights in Washington, Oregon, California, Arizona, Nevada and Idaho. Also they control the application of the process to the cement industry throughout the country."

The precipitation process was first employed in the cement industry at Riverside, California. Kilns of a large company were raining clouds of lime and clay particles on the orange groves in the vicinity. Litigation was impending. The company spent a

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million dollars in the purchase of surrounding land and machinery to stop complaints and end the nuisance. Practically, the money had been thrown away.

It cost the cement company $200,000 to install the Cottrell process but the outlay resulted in the collection of nearly 100 tons of dust a day—of keeping that quantity of lime and clay out of the air—and of pacifying the owners of the orange trees. And enough potash was obtained from the dust to pay a large dividend on the money invested in the new machinery.

Since then the process has been adopted by many cement works in other parts of the country, notably in the East, and owners of iron furnaces are using it for the utilization of smoke and gases. The normal need of this country is for a million tons of potash yearly. Before the war, the supply came from Germany. Its money value to the Germans was $13,000,000.

The cotton crop depends on potash and potash is a fertilizer for many other crops. Since the fall of 1914 this country, deprived of the German supply, has been searching for potash deposits on the surface of the earth and beneath it. There are mountains of potash locked in rocks but the cost of extraction makes its use impossible.

Experts say that the only sources of a cheap and permanent supply of American potash seems to be the cement kilns and the iron furnaces, from the dust of which, by the Cottrell process of filtration, large quantities may be procured. It is said that one cement company alone is recovering potash to the value of $6,000 weekly.

That brilliant metallurgist, Dr. Charles H. Fulton, of Case School of Applied Science, says that it has been demonstrated at the Great Falls copper plant that the daily loss there in dust has amounted in the past to 3,775 pounds of copper, 106 ounces of silver and seven-tenths of an ounce of gold, a matter of perhaps a quarter of million dollars a year.

"There are many smelters in the country," Dr. Fulton adds, "each of which burns off daily from 250 to 1,000 tons of sulphur from its ores into the atmosphere. And a ton of sulphur will make three tons of concentrated sulphuric acid and six of superphosphate fertilizer. The acid is not only thrown away but it does immense damage to the surrounding country by getting into the drainage."

The waste in metallurgical smoke—which means gases, vapors and fine dust—that issues from blast, smelting and roasting furnaces runs into hundreds of millions in money. To prevent that waste was really the problem to which Dr. Cottrell addressed himself when he sat down with his "pot-boiler," as he terms it, that he might obtain a little extra money with which to complete the furnishing of his home and to meet the expenses of his household—money, it should be said, that neither then nor since ever reached his pocket. Scientifically, however, all that he saw at the time was a smoke and vapor nuisance. Soon his vision was enlarged and thence onward he toiled with a true altruistic purpose.



©Harris & Ewing

Dr. Frederick G. Cottrell

In explaining the unique and unselfish action of Dr. Cottrell and his associates the Research Corporation says: "In 1911 an offer was made to transfer as a gift to the Smithsonian Institution extensive rights in the Cottrell patents covering the process known as the electrical precipitation of suspended particles, in order that the profits resulting from the application of the patents, already well assured, might be applied to the advancement of scientific research and investigation.

"Naturally," the corporation goes on to say, "this proposition was at once recognized as both generous in spirit and highly original in conception. The idea, which originated with Dr. Cottrell, was to render discovery *already* made, the mother of new discovery and thus contribute to the scientific and technical development of the industrial arts."

The profits derived from the patents are to form "an endowment fund to be used for the intensive study of scientific and industrial needs and to provide the means, through the testing of new discoveries and through study, investigation and experimentation, of applying such needs."

During the years that Dr. Cottrell toiled over his invention he earned his livelihood by teaching. And when wealth was at hand he turned it away. The fine foundations of Rockefeller and Carnegie, in some respects, seem commonplace by comparison.

Since 1911, Dr. Cottrell has been attached to the United States Bureau of Mines—first as a consulting chemist, then as a chief physical chemist working in the field), then as chief chemist and then as chief metallurgist. Not long ago he was appointed director, the highest officer in the bureau.

The study of his own patents made Dr. Cottrell a specialist in patent law and management. Thousands of German patents were confiscated by the American government after the war. Many were medical; others were mechanical. Dr. Cottrell assisted in formulating a policy for the control and administration of all these patents.

Besides, he was in charge of the government's experiments with and production of helium, a rare, non-inflammable and buoyant gas used within the last two years in balloons. The dirigibles employed early in the war between the Allies and Germany were filled with hydrogen but were practically abandoned because they could be easily exploded with incendiary bullets.

A great deal of helium is in the atmosphere and is found in certain springs and in volcanoes. The quantities in any one place or element, however, were so small that, previous to 1918, the whole world stock did not exceed, perhaps, more than 100 cubic feet. Scientific men, here and there, produced it at a cost ranging from $1,700 to $2,000 a cubic foot and kept it in laboratories as a curiosity. It was known to be, next to hydrogen, the lightest of known substances.

In 1907, Dr. H. P. Cody of the University of Kansas and D. F. McFarland found helium in natural gas. When the United States went to war with Germany the qualities of helium were remembered and the discovery of Cody and McFarland recalled.

Three helium plants were built in the southwest for the purpose, it was given out, of producing "argon," another kind of gas.

On the day when Germany surrendered there were 750 cylinders of helium, each containing 200 cubic feet of gas, on the wharf of New Orleans, waiting for a ship bound for France.

It was planned to use this helium in huge dirigibles and to attack and destroy Berlin with huge quantities of high explosives. And it would have been done.

Some day, possibly, Doctor Cottrell's name will be known and spoken in every American home. He is forty-three years old and tall and muscular and has dark hair and brown eyes. Oakland, on the shore of San Francisco Bay, is where his parents lived when he was born.

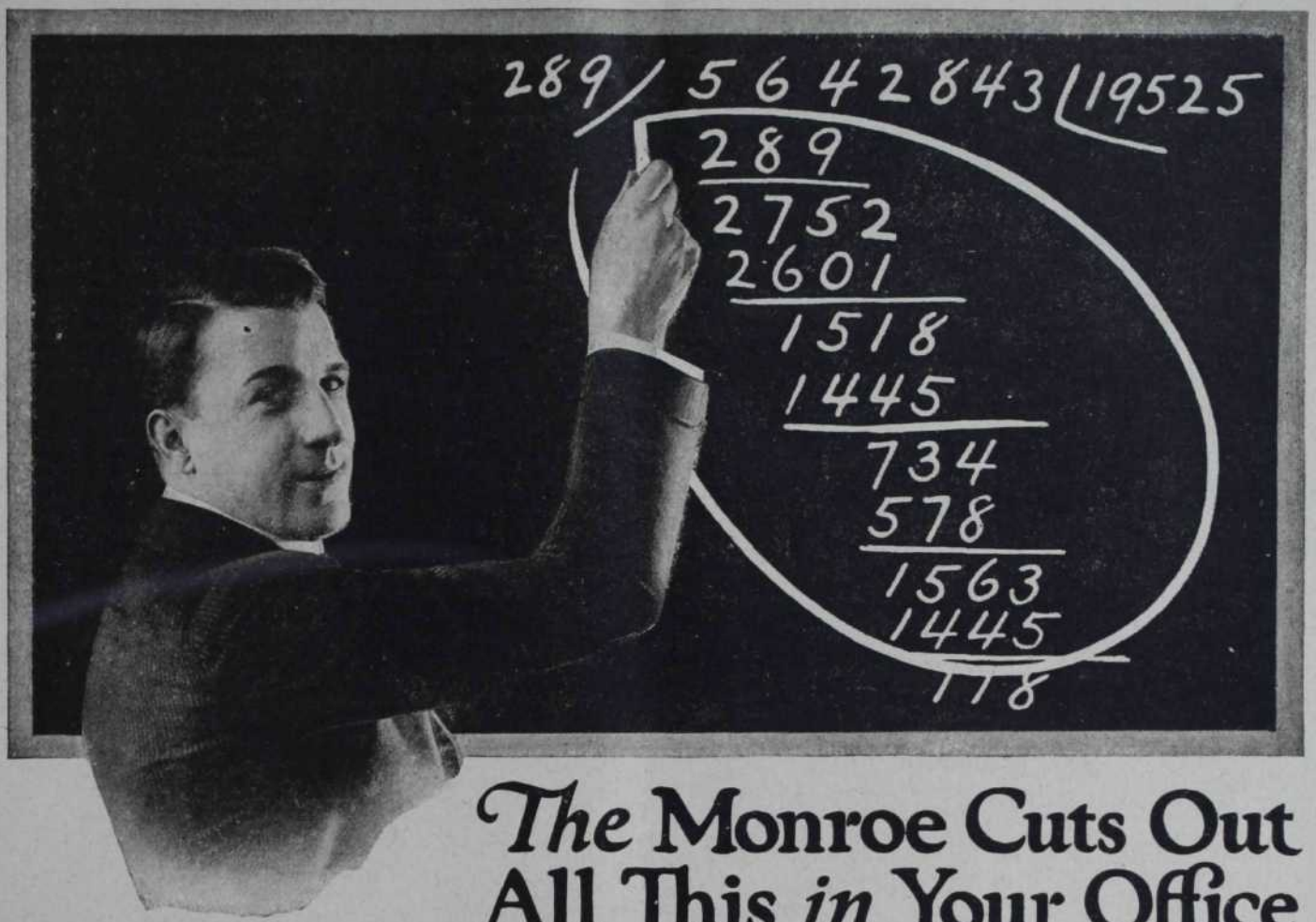
Settling with Mars

WAR CONTRACTS are again a cause of statistical announcements. According to the War Department, it has now determined that at the time of the armistice there were 26,449 prime contracts, with subcontracts running into the hundreds of thousands. The total amount involved in suspension of these contracts, *i. e.*, the amounts the government had contracted to pay for the parts of the contracts that it no longer wanted performed, was $3,914,000,000.

On May 15 the department had settled 24,851 of the contracts, and had hopes of finishing with the whole lot before June 30. The contracts settled before May 15 represent $2,956,000,000 of the aggregate mentioned above, and the settlements were effected by payment of a total of $385,000,000. In other words, the amounts actually paid in liquidation of the claims arising by reason of suspension of the War Department's contracts averaged 13 per cent of the amount the government would have paid had the war gone on and the uncompleted parts of the contracts been fulfilled. In fact, the government is not even permanently out of pocket to the extent of the entire $385,000,000; because in settling the contracts it took over quantities of materials and equipment, out of which it will get some salvage.

Sales of all manner of war supplies and materials had in May produced returns that are expressed in large sums. Sales in the United States had brought $756,000,000, and sales abroad had realized $822,000,000 more. The total, $1,678,000,000, is respectable.

Exactly how much of this money has been collected is not wholly clear. In sales made in the United States cash payment was the usual method of settlement, but of sales made in Europe only $108,000,000 were for cash, and some of the rest were on time that runs as long as ten years. It would seem to follow that the final statistical statement of the results of war contracts and war rates may not be expected earlier than 1930.



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The Log of Organized Business

In spite of fogs and squalls, the good ship forges right along, thank you, and there are events aloft and below that are eminently worthy to be recorded

MERCHANTS of Arkansas City, Kansas, a town with a population of 12,000 souls, are not content to wait for business to come to them, they go out and bring it in. A unique plan to boost Arkansas City and attract outside trade, inaugurated by the Chamber of Commerce of that City, is bearing fruitful results.

One feature provides that if an Arkansas City Merchant's price on some article is too high, the committee, which has charge of the boosting campaign, says to him: "Your price is wrong." "Ponca City, or whatever competing town it may be, is under-selling you. Get in line!" And the merchant agrees to do so because if he doesn't the trade which would naturally come to Arkansas City will go elsewhere.

Before bargain sales, advertisements are inserted in the newspapers, a copy is submitted to the committee which decides upon the merits of the bargains offered and whether the advertiser has stock enough to justify the sale. If so, the Chamber of Commerce guarantees the genuineness of the sale. Much confidence is placed in this guarantee by the public in and around Arkansas City.

No opportunity for boosting this enterprising community is ever overlooked. When a country customer comes into a store the merchant in a tactful way suggests that he subscribe for the Arkansas City papers, if he is not already a subscriber. In this way he boosts his advertising medium and aids the development of the local newspapers. If a customer pays for a bill of goods with a check on a bank in some other city, the merchant offers to introduce him to a cashier of an Arkansas City bank.

Merchants are expected to equip their stores for human as well as commercial service, with rest rooms for farmers' wives and children. Many stores are already so equipped.

Everybody in Arkansas City seems to have the boosting and cooperative idea. The banks of that community are in on the promotion campaign. Recently they financed the purchase of seventy-five head of pure-bred Holstein cattle.

Pan Pacific Congress

FRANKLIN K. LANE, former secretary of the Interior Department, will act as chairman of the first Pan Pacific Commercial Congress, to be held in Hawaii in 1921. Mr. Lane is vice-president of the Pan Pacific Union and will spend a month next year in Hawaii at the ocean's cross roads to inaugurate the first conference of the leaders from the Pacific lands and to outline the scope of those that are to follow. The Pan Pacific Scientific Conference which will meet in Honolulu this August will lay the basis on which the Congresses of the Pacific will be founded. Dr. Herbert E. Gregory, chairman of the Scientific Conference, and his fellow scientists, believe that the Pacific, which contains at least two-thirds of the world's population, can be made to provide the bulk of the world's future food supply. They say that when the habits of the fish are scientifically understood, enough fish can be supplied from the waters of the Pacific to feed the whole world.

How Did They Do It?

THE Pittsburgh Chamber of Commerce is getting many letters asking how it conducted its campaign which resulted in the enrollment of 1,300 new members. Organizations requesting this information cannot understand how a work of such magnitude could be carried on with so little fuss—how a few business men could go quietly to work without the services of a paid professional and launch a campaign without a bass drum.

In many respects the campaign was unique. There was no paid advertising. There were no series of free luncheons or dinners, there was no debating, no premiums, no passing the buck, no hot air. It was simply a record of congenial work well done by patriotic members who took pride in making their organization the largest in the country. About three hundred members were enrolled on the various teams. Hundreds of applications were secured, however, by free-lance workers who were not members of any team. There was a minimum of newspaper notices for the reason that the publicity was conducted along other lines; namely, by word of mouth, an experiment that proved surprisingly effective.

Ashtabula Chamber Wins

THE first accomplishment of the newly organized Chamber of Commerce of Ashtabula, Ohio, was made when the chamber was successful in changing public sentiment in favor of a municipally owned street railway. Under private ownership the street railway of Ashtabula had not prospered for many years. An ordinance was drafted by the city council to provide for its purchase by the city. At first, public sentiment as voiced on the street and in the newspapers was strongly against the proposition. The Chamber of Commerce Committee supported the plan to have the city take over and operate the railway as being the only feasible solution to the problem. The chamber inaugurated a campaign to get its views before the public two weeks before the ordinance was submitted to a referendum. The active support of the local newspapers, factory and shop meetings, lapel buttons, all were used to swing public opinion. The result was that the proposed ordinance was carried by a large vote.

San Francisco Advertises

NOT much grass grows under the feet of the Chamber of Commerce of San Francisco. Recently three new publications dealing with the industry and commerce of San Francisco were issued by the Chamber of Commerce of that city. They are "Industrial San Francisco," "San Francisco—her Foreign Trade," and the "Eighth Annual Statistical Report of the Chamber of Commerce."

The industrial supremacy of San Francisco is realistically told in the publication that is devoted to this vital subject of the community's achievement. The foreign trade booklet is a publication of sixteen pages and tells an equally interesting story of the lure of San Francisco and her markets for the merchants.

Lending a Helping Hand

THE Chamber of Commerce of Council Bluffs, Iowa, has earned for itself the title of good samaritan from tourists who pass that way. The chamber has established a free camp for tourists on Lower Broadway, a street over which traffic from eleven marked highways, including the Lincoln and Jefferson highways, pass the Missouri River.

Free tents and telephone service, well water, complete toilet facilities and police protection are provided by the Council Bluffs chamber.

Alabama Merchants Organize

AT a meeting of the merchants of Alabama, held at Birmingham, the Alabama Merchants' Association was organized. The purposes of this organization are to prevent unjust taxation; to work for legislation; to safeguard credits; to conform Alabama exemption laws to those of progressive states; to protect the merchants, interest against any legislation which might in any manner effect it and to work for the uplift and the betterment of the state at large.

Chamber Buys Park

THE Missoula, Montana, Chamber of Commerce has purchased Cobban Park, one of the most beautiful camping spots in the state of Montana. The park will be equipped immediately as an auto camp park to be used by the 1920 tourists for the first time. This is one of the most important achievements of the Missoula chamber since its recent organization. It is expected that the new camp park will serve as a big inducement for travel to pass through Missoula.

N. Y. Chamber Election

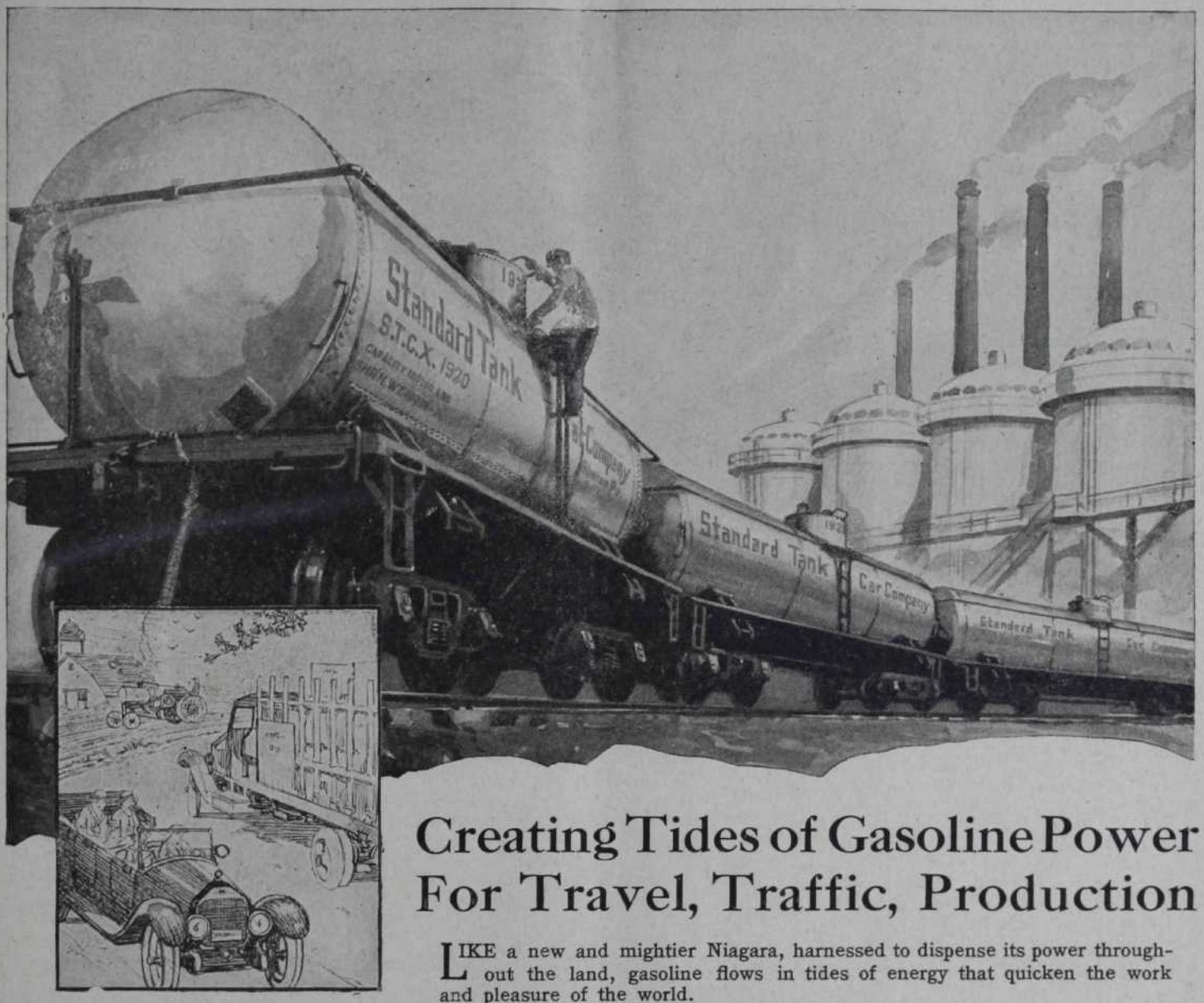
AT its one hundred and fifty-second Annual Meeting the Chamber of Commerce of the State of New York elected Darwin P. Kingsley, president of the New York Life Insurance Company, president. At the time of his election, Mr. Kingsley was in Japan. The vice-presidents elected were Welding Ring, A. C. Bedford and William Woodward. William H. Potter was elected treasurer, Charles T. Gwynne was reelected secretary, and Irving T. Bush was made chairman of the executive committee.

Chamber Dues Are Going Up

WITH a view to meet increased expenses the Hartford, Connecticut, Chamber of Commerce has raised its firm and club membership dues to $25.00. An investigation of cities corresponding in size to Hartford disclosed to the chamber of that city that the prevailing rates of dues was $25.00 for all classes of membership. For similar reasons the Lincoln, Nebraska, Commercial Club has raised its active membership dues to $20.00.

A Foreign Trade Service

MEMBERS of commercial organizations interested in foreign trade, when visiting European countries, are invited by the American Chamber of Commerce at London, 8 Waterloo Place, Pall Mall S. W., to make use of its facilities through which no business man properly credited need feel a stranger in



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London, or in any of the other principal cities of Europe. Further information on this matter may be had from the American office of the American Chamber of Commerce in London by communicating with 140 Broadway, New York City.

Memphis Elects President

ROBERT E. ELLIS has been elected president of the Chamber of Commerce of Memphis, Tennessee. Although a native of West Point, Mississippi, he has been a resident of Memphis since 1905, when he became a member of the Hessig-Ellis Drug Company. The new president was the author of the proposed city-manager form of government for Memphis and is generally given credit for that movement which resulted in the election of the citizens' ticket, composed of five representative business men who had never before held office and whose election has been heralded as the beginning of a new epoch for Memphis. He has been actively engaged in other civic movements for the moral and social welfare of Memphis just as much as for its financial and economic advancement.

Forty-one Years' Service

AFTER a continuous service of forty-one years J. M. Reilly, of the Newark, New Jersey, Board of Trade, recently resigned with the honorary title of secretary emeritus. Mr. Reilly went to work for the Board of Trade in 1879 as office boy, becoming assistant secretary in 1890. Twelve years later he became secretary of that organization, in which capacity he served for the last eighteen years.

Mr. Reilly has the distinction of holding the record of continuous service with one organization. The records of the Chamber of Commerce show but three secretaries who are still with the organization that were with it in 1902 and less than a score who have served the same organization continuously for ten years.

Ban Standing Committees

IN ORDER to carry on the work of the chamber more effectively the Chamber of Commerce of Alton, Illinois, will hereafter appoint committees only as they are needed for the purpose of getting something done and when this is accomplished the committees will be discharged. Committees will be appointed in conformity with the program of work. Members of the organization will not be divided into trade groups with a chairman, but will work as members of the organization as a whole.

Community Hotel

MAINLY through the efforts of the Memphis, Tennessee, Chamber of Commerce that community is to build, this year, a new modern hotel. The Tri-State Hotel Building Company has been organized under a charter of the state to carry on the work. It is proposed to issue $750,000 in stock and to borrow $750,000 on a bond issue and mortgage. A contract has been entered into and an organization of an operating company will lease the hotel on completion for a term of twenty-five years, the length of time the bonds will run.

New Guatemala Chamber of Commerce

AT a meeting of American business men at Guatemala City, Guatemala, some forty signatures from men representing every manufacturing business house of that country were affixed to the charter for the new Guatemala Chamber of Commerce at Guatemala. The charter has been presented to the government and as soon as granted the active organization and work will commence. Firms of other nationalities are to be admitted under certain restrictions and associate membership will consist of American firms in the United States having agents in Guatemala, but maintaining no permanent office there. Under basis of a minimum membership of 150 the dues have been fixed at $50.00 per annum, with an initial fee of $10.00. Associate members will pay dues of $25.00 per year, having all the privileges of the chamber except voting. The enthusiasm and interest shown guarantees the success of the new organization.

The account of this meeting was accompanied by an announcement that the position of assistant secretary is open to a young man having had the necessary experience in Chamber of Commerce work, accompanied with a thorough knowledge of Spanish. Applications stating qualifications should be addressed to the American Chamber of Commerce at Guatemala, care of the American Consulate, Guatemala.

Americanization Movement

IN ORDER to combat radicalism the National Board of Fire Underwriters, an organization representing 162 of the largest stock fire insurance companies in this country, has taken steps to secure enrollment pledges from local agents all over the United States of offensive and constructive loyalty. This combat to fight Bolshevism has been designated as Fire Insurance American'zation Movement.

Hudson Raises Big Fund

MEMBERS of the Chamber of Commerce of Hudson, New York, have demonstrated their faith in Hudson when, at a special meeting called to consider industrial conditions, more than $50,000 was pledged for financing suitable buildings for industry. An effort will be made to bring the total to $250,000 before the campaign closes.

Austria Resumes Trade

ACCORDING to the American Chamber of Commerce in London a second large consignment of goods from Austria valued at £100,000 has arrived in London. The goods are in charge of Dr. Pistor, secretary of the Austrian Chamber of Commerce and includes furniture, boats, surgical instruments, leather, glassware, ivory, ladies' blouses, ostrich feathers, manicure sets and pianos. The difficulty in reestablishing trade is great owing to the exchange being so much against Austria.

Surprises in British Budget

THE American Chamber of Commerce reports that the budget for the coming year introduced by the Chancellor of the Exchequer contains some surprises to the British taxpayer. In all £190,000,000 sterling is estimated to be the yield of the new taxes, but experts do not hesitate to state that many of the new and increased taxes will defeat the object in view. Increased charges are to be made on letters, parcels, telegrams, newspapers, while the duty on spirits, beer, and cigars is also to be raised.

Express Service

THE American Express Company, which acts as the general agent of the Anglo-French air service, recently made a delivery of two coops of chickens and ducks, consigned from London to Paris, in three hours. The fowl were pedigreed stock and were sent by air for speed and safety's sake. They escaped rehandling at railway terminals and docks and it was not necessary to provide for feeding and watering. By mail service, by train and boat, it would require two days under most favorable conditions to have delivered the fowl in Paris.

This express air service between the two capitals is being rapidly patronized by business men of London and Paris. Diamonds, jewelry, furs, bonds and such valuables comprise the usual freight carried by airplane on such trips.

Fund for Austrian Relief

THE United States Chamber of Commerce is raising a fund of $12,500 to buy food for the members of the staff of the Chamber of Commerce of Vienna, Austria. This fund is being raised in response to an appeal received from the Vienna chamber. This amount will be sufficient to pay for a $50 food draft for each member of the Vienna chamber staff. Many of the Vienna chamber employes are heads of families and are in need of urgent relief. Subscriptions for this special fund should be sent immediately to the secretary of the chamber at Washington. Checks should be made payable to "Secretary, Chamber of Commerce of the United States, Vienna Food Fund."

A Remarkable Chamber of Commerce

RALPH MORROW, executive secretary of the Greenwich, Connecticut, Chamber of Commerce, in an article in the *Chesterfieldian*, a weekly magazine, writes that it is unfortunately true "that merchants' associations in country towns, as a rule, are harmful and impotent, organizations which afford the chronic kicker a means of 'getting something off his chest' or of indulging in the futile pastime of attracting attention to himself by advocating some impractical or fool idea."

This description does not fit the Chamber of Commerce of Greenwich, writes Mr. Morrow. He says that the Greenwich chamber has lots of "pep" and "go" to it. Altogether he says it is "one of the liveliest organizations in Connecticut."

Economy Taught in Movies

MOVING PICTURES are not new in the business world. Industry and commerce both have been using films for several years to display and sell products. But an entirely new and unique adaptation of the scheme was made recently by a large Dayton, Ohio, concern that had a four-reel film of its plant produced for the purpose of teaching economy to its employes. This picture is unique in that it does not sell goods, its message means nothing to the general public and its exhibition is confined to the screen in the auditorium of the company's plant. The actors in the picture are the employes of the company. The film is visual plea for economy or rather the elimination of waste, in time, materials and personal efficiency.

Delegates off for Paris

ON JUNE 5 some eighty odd delegates, the last to leave, sailed on the steamship *Kroonland* for the organization meeting of the International Chamber of Commerce to be held at Paris during the week of June 21. Altogether about 200 American business men representing the United States Chamber of Commerce are attending the Paris meeting.

Preliminary plans for the International Meeting were arranged by a general organization meeting headed by John H. Fahey, of Boston, who sailed for Paris immediately following the April meeting of the United States Chamber of Commerce.

Secrets from a Waste-killer's note book



—from a convention talk by the Sales Manager.

SUCH bits of salesmen's experience as are quoted below, are representative of the spirit of the Johns-Manville Sales Organization.

When Johns-Manville salesmen are assembled in conventions all over the land, these "close-ups" of personal experiences in everyday serving and selling come to light.

From note books, reports, or even from memory, come incidents which indicate more truly than anything else the kind of men they are and the type of institution they represent.

Each of these men in his territory is the Johns-Manville Company to a certain group of people. Collectively, these "waste-killers" are Johns-Manville Service—humanized.

So in presenting these little human experiences, we are hopeful that those who as yet may not know this company, through its men, may gain in part at least the regard for them that thousands with whom we do business, already have.

H. W. JOHNS-MANVILLE CO.
296 Madison Avenue, New York City
10 Factories—Branches in 63 Large Cities
For Canada
CANADIAN JOHNS-MANVILLE CO., Ltd.
Toronto

Garage man says, "Our Brake Lining is too good"

J. T. J. Garage says, "Our lining lasts too long." A hard one to come back at, because the answer sounds like preaching. Told him that even though he sells less of our brake lining per customer, per year, he'll be building the kind of confidence that makes more customers.



Either the advertising or the brake lining itself is making people ask for Johns-Manville instead of just brake lining—maybe both.

Confusion between Asphalt and Asbestos



Saw a man today who swore he bought Asbestos Shingles in flexible strips. He didn't have Asbestos Shingles at all. Very much disgusted when I showed him how much more durable and better looking and fire safe the Johns-Manville Asbestos Shingle would have been.

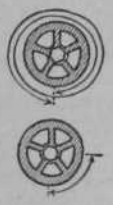
There's a lot of confusion between asphalt and asbestos shingles in the public mind. I notice our advertising is trying to straighten this out.

A piece of chalk that saved $5,000.00

Tuesday went through a plant where they had a lot of dryers and other equipment representing thousands of square feet of bare, hot surfaces. Drew a small square with chalk on one dryer wall and bet the engineer that one ton of coal a year was lost in wasted heat. Proved it with our tables—in fact, the figure should have been 1.6 tons. We start insulating all his dryers 2 weeks from today. He's glad I came in, he says.



Here's a funny one



Saw two pumps exactly alike in engine room, Hotel———

To start one, you had to open the steam valve two turns, then kick the rod before she'd move.

The other pump started easily with ¾ turn opening of the valve. Good idea to prove reduced packing friction when our Sea Rings are used instead of ordinary packing. Also less loss of steam power, saving in rod and packing wear.

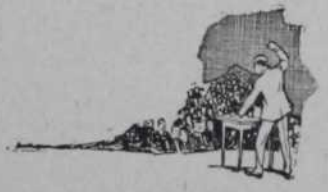


Sold 4,500 sq. ft. of silence

Stenographic room; 24 girls all working; some noise! Sold owner acoustical treatment by showing him saving from increased efficiency from his office force. Installation contract has clause in it which says: Work to be done without serious interruption to business—easy!

Remember this date—

Give lecture on fire prevention. Asbestos Roofing distributor and his dealers asked me to give a talk at the High School, next Tuesday, on Fire Prevention. We should all do more of this, as a part of our service of conservation.



JOHNS-MANVILLE SERVICE
COVERS THE CONTINENT

Through—

Asbestos
and its allied products

INSULATION
that keeps the heat where it belongs
CEMENTS
that make boiler walls leak-proof
ROOFINGS
that cut down fire risks
PACKINGS
that save power waste
LININGS
that make brakes safe
FIRE PREVENTION PRODUCTS

JOHNS-MANVILLE
Serves in Conservation

The Nation's Business Observatory

The executive—who knows his own industry—will see here what his neighbor industries are most concerned about, and may tie the information up to his problems

THE NATION'S BUSINESS gives herewith the views of the business press of the country on topics that are uppermost in the minds of commerce and industry. These are gathered from no one trade and from no one section. It is an effort to present the collective mind of business as it confronts its most pressing problems.

Uppermost among them in the last few weeks have been the questions of price cutting and of credit restrictions, both hailed as panaceas for the high cost of living. It needs only the most casual reading to make it plain that industry is beginning to resent the cry of "profiteer" and is increasingly eager to justify itself. There is a note of resentment against indiscriminate price cutting, a feeling that the public may take it as confession.

Both manufacturers and retailers are sensing the fact that the financial problems of the railroads are their problems and that if the railroads are to give adequate service, they must give adequate returns—returns which must be largely derived from increased freight rates.

Farm labor shortage is a problem not alone for the farmer but affecting every industry and every home. Some indication of the situation and the steps taken to remedy it are here given.

The Wave of Price Cutting One of Doubtful Merit

THE wave of price cutting which seemed to sweep over the country in the latter part of May and the early part of June is plainly puzzling to the periodicals of the trades most concerned. *The Dry Goods Economist* doesn't believe that the movement was as widespread as the daily newspaper reports indicated or that it will last, but says:

It will doubtless not be easily forgotten by such consumers as are thoughtful enough to ponder the question of how much profit has been made right along for the last several years by those stores which suddenly decided to give 20 per cent off . . . The impression their words tended to create was that all American retailers are profiteers—have at the very least been making 20 per cent more than they were entitled to earn.

In the *Economist's* opinion, then, the best advice that can be offered today to retailers, if any there be, who are still perturbed by the recent developments is this: Don't try to convince people that you're working for economy when you're offering great attractions to them to spend their money. Don't argue that by increasing consumption you're going to reduce prices. And don't pose as a friend of the public just because it's to your interest to reduce your stock, or because you *must* reduce it. On the contrary, tell the public why you wish to turn merchandise into cash. Tell them, as some stores have done, that the spring has been backward; that rain has prevailed; that you overbought, if you please.

The Textile World Journal takes the matter less to heart. Here is one comment from its columns:

When the slaughter of high prices began in department stores, the populace declared it a Roman holiday and cheered from morning to night, a daily service reports. That is, they cheered until they bought jade hat pins at 94 cents in a non-slashing store that the 20 per cent off retailer shoveled out madly at $1.00 each.

"A boom to promote business" is the way *The Crockery and Glass Journal* sees it, but it qualifies this opinion as follows:

It is, however, an indication of future events, and has accomplished some good. The National Association of Manufacturers, for instance, in convention assembled, unanimously adopted resolutions approving and urging cooperation in the price-cutting movement.

It is predicted that concerted action will occur in September, reductions to be from 10 to 25 per cent. Thus the present sporadic movement may serve as an entering wedge for a serious and permanent plan of action.

Since profits made by manufacturers in the china and glass trade have not been exorbitant, it is little likely that the reductions will affect them, save in the very general way that one thing affects another. Admittedly, crockery and glassware are high, but the height has been caused by outside conditions, and not by any unnatural means from within. The trade is fortunate that in no instance can an example of profiteering be found.

The silk trade, which got an early jolt through the financial difficulties of Japan, takes a cheerful view. *Silk*, the trade organ, says:

While there is no reason to believe that there is less money to spend in the pockets of consumers than there was a year ago, the natural and accumulative effects of the general country-wide protest against the steadily mounting prices of all commodities, was eventually bound to influence the situation and force the pendulum of prices downwards—either that or a general business panic.

The conflicting views of the men's clothing trade are expressed in this, from *The Manufacturing Clothier:*

It is admitted that there is a large surplus of clothes in the hands of retailers, due largely to the unseasonable spring. One manufacturer estimated this surplus at $25,000,000. He believed retailers were 50 per cent overstocked, while manufacturers were 25 per cent overstocked. This view was expressed by Henry Rosenthal, of Samuel Rosenthal & Brothers.

"Prices are going down," said Mr. Rosenthal. "The people haven't been buying, and the retailers have large stocks on hand. Manufacturers expected a record sale of spring clothes and made up huge quantities which the retailers bought, for they, too, expected a tremendous demand. Now they have these goods, and in many cases must cut prices to get money to meet obligations."

William Goldman, of Cohen, Goldman & Co., said there would be no general reduction of clothing prices next fall. The department store reductions were regarded by Mr. Goldman as a shrewd business move. He likewise held the view that the reduction would bring about vastly increased sales and that they could perhaps treble their turnover with small additional overhead charges

The Modern Miller, while not concerned for its own trade, where there is no sign of price cutting, is not sure that reductions are an unmixed blessing:

A new turn was given the price question by a speaker at a recent convention, who declared that in the general condemnation against high prices, many people ignore the fact that low commodity prices, while seemingly desirable, may be the reverse of a blessing. They may, and usually do, signify a shrinkage in demand in the commodity markets and consequent depression and stagnation. Therefore, he says, high prices, so long as they do not run into panic or famine prices, may be by no means an evil.

A banking view is voiced by *The Financial Age*, which sees this cause and this good from the movement:

Window shopping became the vogue instead of interior shopping, and the merchant knew from his sales record that previous liberal purchasers were gradually cutting down their buying. With big stocks on hand and the market gradually lessening, there was but one course to pursue: make the prices attractive enough to loosen up the purses of the people. The result has been cash in the safe instead of goods on the shelves, but with still room for improvement in business.

Danger to Food Supplies Seen in Drastic Credit Restriction

CONSIDERABLE uneasiness is shown by business papers in various industries over the restriction of bank loans. It is apparent that every industry feels that it should not be made a target in efforts to deflate credit. Encouragement is seen by some in the recent declaration of Governor Harding, of the Federal Reserve Board, that the board is opposed to drastic or oppressive measures in bringing about a loan reduction.

Governor Harding explains that while the question is one for purely local determination, he feels sure that banks are not forcing settlements of loans where such action will handicap production. Indiscriminate curtailment, he declares, is not purposed.

The problem of inflation can only be solved, says the *Bulletin* issued by the National City Bank, by the application of good judgment to individual cases. It adds:

The natural counterpart to an over-extended credit situation is vastly augmented production of necessities, and that is the great need of the time.

Banks are having difficulty, it is pointed out by the *Central Banker*, in determining what are essential and non-essential loans. It has this to say:

It requires good judgment to determine the non-essential quality of loans, but once it is evident, the duty of the banker is to make such loans as a matter of serving its constituency. One thing is certain. We cannot go on piling up loans indefinitely. The end must come and the sooner there is a halt the better it is for all of us. Legitimate business needs every available dollar. Let the resources of the country be used for production and development and allow the non-essentials to wait until conditions are nearer normal.

The Financial Age believes the credit situation will get worse in the autumn.

The viewpoint of one industry, food production, is set forth in *The National Provisioner*, which declares the rush to reduce loans may crush the wrong persons.

Advices from Arizona say that because the Federal Reserve Board has ordered member banks in feeding districts to discontinue loans on cattle security, contracts for spring delivery are being cancelled with forfeiture of advance payments. Cattle growers describe the situation as serious and

Kissel Dependability

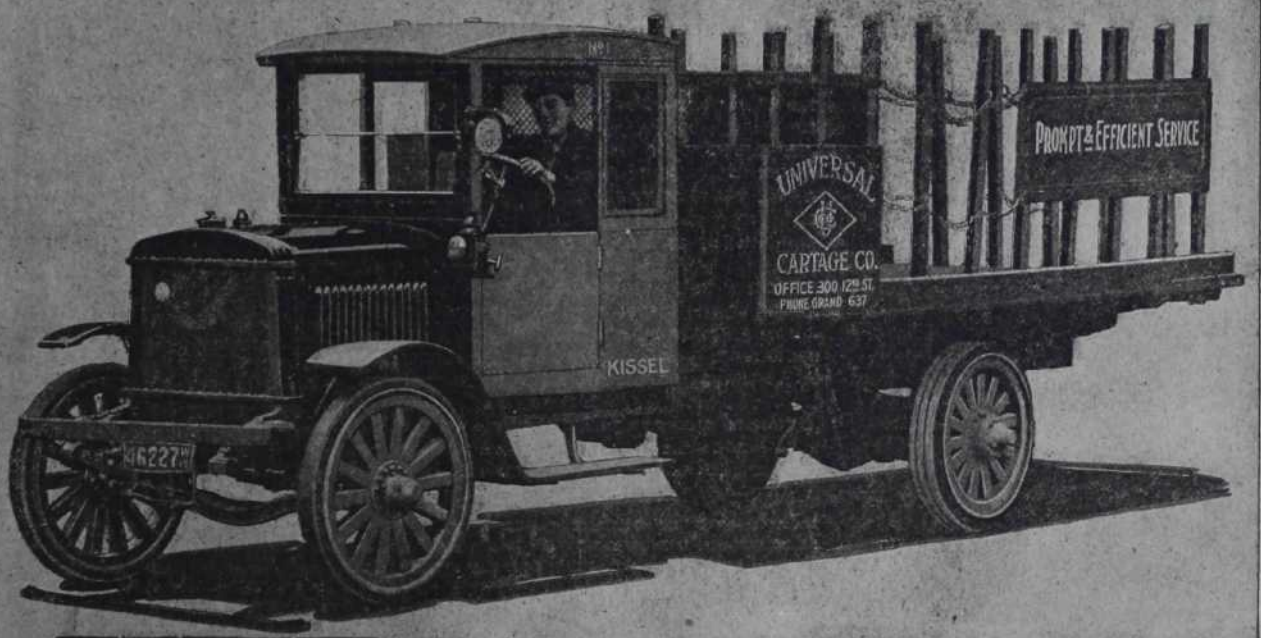
"The result of 14 years transportation engineering—plus designing and construction experience of trucks in use; a definite Kissel policy of efficient factories, organization and capital to build trucks that actually meet and stand up under respective transportation needs"—

Standardizes Transportation Equipment

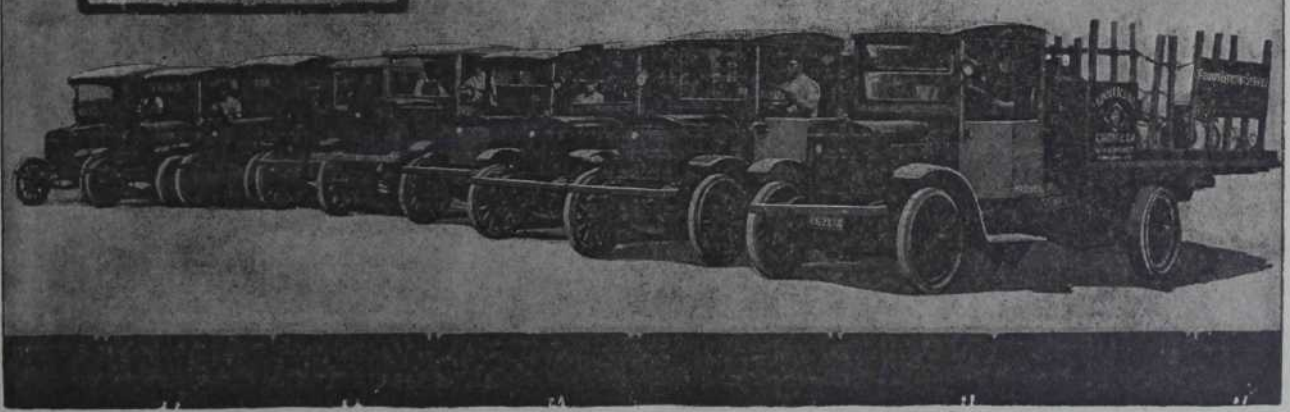
Because owners experience such unusual satisfaction that they standardize on Kissel Trucks as their increased requirements demand — is the reason why the Kissel single unit owners of today become the Kissel fleet owners of tomorrow.

Five sizes—specifications, catalogs from nearest Kissel distributor or

KISSEL MOTOR CAR CO., Hartford, Wis., U. S. A.



The Universal Cartage Co. of Milwaukee, started with one Kissel Truck (above). "Our standardizing on nine Kissel Trucks (below) has revolutionized our transportation efficiency," says President Vander Heyden.





A Bank Knows Its Own Country

IN Japan, South Africa, Italy, England—in all important countries—are great commercial banks which can give the facts as to credit, markets, individual character and business methods that are needed by American business in foreign trade.

The National Bank of Commerce in New York maintains close relations with these great international commercial banks. Through them, it offers to its friends the combined banking knowledge of the world.

National Bank of Commerce
in New York

Capital, Surplus and Undivided Profits
Over Fifty-five Million Dollars

ask that appeals be sent to the Reserve Board and to members of Congress.

A protest against restriction of credits in the agricultural machinery industry is made by the *Farm Implement News*, which says dealers are finding it impossible to obtain from local banks financial assistance they require to meet the farmers' demands for credit on farm machinery. It sums up the situation as follows:

> Financing the farmer in his purchase of labor-saving farm machinery is the same as financing the food supply. This year more than ever before conditions call for special consideration of such financing. The dealer who meets with refusal when seeking financial help to carry the farmer's credit should not accept such refusal without protest.

Serious Farm-Labor Shortage Disturbs the Great Middle-West

THREATENING the nation's dinner table is the shortage of farm labor. Vice-president Shamberger, of the Federal Land Bank, recently said:

> If something is not done, and done quick to induce young men to go back to the farm the country will face the situation of starving to death. Country boys, who have been earning about $45 a month, are deserting the farm by the wholesale seeking employment in the city, in shipyards, in factories and on the railroads. I know of a case where a boy left the farm and secured a position on a railroad. He was making $45 a month. Now he is drawing $96 for two weeks' work.
>
> Big business interests ought to get together and study the farm situation.

Such a meeting as Mr. Shamberger suggested was recently held in Chicago and the National Implement and Vehicle Association called a conference on the subject. A slightly better situation is reflected in a recent crop report of the American Steel and Wire Company, which showed:

> Much less acute complaint of farm-labor shortage comes from most states. Several said nothing about it for the first time this season and some of the most important producing states reported enough now available or in sight. Iowa said, "While labor is not plentiful, there is enough." Illinois said there was no complaint about labor, and North Carolina said, "Plenty of labor."

The ire of *Farm and Ranch* was aroused by a magazine writer who told the farmer "that a pudgier pay envelope will secure and keep competent help." *Farm and Ranch* retorts:

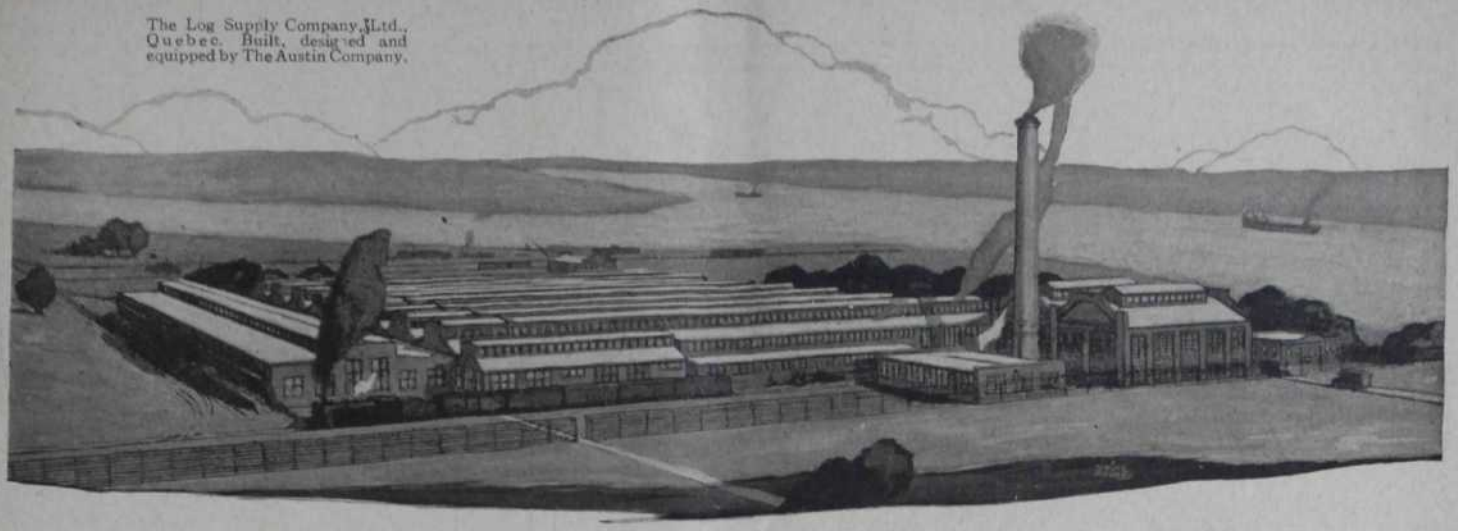
> Those now on farms, regardless of the unfavorable seasons, will produce enough for their needs, and those with pudgier pay envelopes will find either the envelopes or their stomachs empty when they ring the dinner-bell.

The seriousness of the situation is shown by a survey made by the Michigan crop-reporting service which is thus summarized by *Chicago Dairy Produce:*

> A large percentage of men on farms are past fifty years of age and without help. The average size of farms is 91.5 acres, and there are but 11 men and boys to each ten farms, or but one man or boy to each 82.5 acres, with many of these unable to do a full man's work. There are 30,300 vacant houses on farms, 10,000 of which have been vacated within the last year.
>
> Of the 276,000 men on farms three years ago, 46,000 have since left; 20,000 of them during the past year. This unprecedented exodus from farms indicates that city and industrial life have become more profitable and satisfactory than farm life. A recent preliminary survey conducted by the State Farm Bureau shows similar and comparable results, and that there would be a decrease of 15.8 per cent in the acreage of cultivated crops this year as a result.

J. B. Howard, of the American Farm Bureau Federation, is quoted in the *Farm Implement News* as saying:

> Not only the boys, but whole families are now



The Log Supply Company, Ltd., Quebec. Built, designed and equipped by The Austin Company.

800,000,000 Match Sticks a Day!

THE AUSTIN METHOD

ABOUT seven matches for every man, woman and child in the country is the daily production of the plant illustrated. The entire plant was built, designed and equipped by The Austin Company for The Log Supply Company, Ltd., Quebec.

The Austin Company is best known for its service to industry in originating and developing Standard Factory Buildings. But Austin Service is by no means limited to the erection of standard structures only. A large proportion of Austin operations are special like the example shown here. And in every case owner-satisfaction is assured.

Whether *your* industrial housing needs can be met by Austin Standard Buildings or structures specially designed to house your manufacturing processes, the Austin Method affords many advantages not otherwise obtainable. Far-sighted attention to your production requirements, shortness of time consumed in engineering work, and quick delivery of permanent subtantial buildings are some of the benefits to be derived.

If you require the rebuilding or extension of your existing plant or the design and construction of new buildings, Austin engineers will give you the benefit of their wide experience. There is no obligation. Write—wire—or phone for an immediate conference.

THE AUSTIN COMPANY, Cleveland, Ohio
Industrial Engineers and Builders
For U. S. A., and Canada, address nearest office:
Cleveland, New York, Philadelphia, Pittsburgh, Chicago,
Detroit, San Francisco, Dallas, Cincinnati
Export Representatives: International Steel Corporation, 51 Chambers St., New York City

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Management

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43 EXCHANGE PLACE

NEW YORK - N.Y.

leaving the farm. They have been attracted to the cities by high wages. In this respect conditions are pretty much alike all over the United States. In Alabama 2,000,000 acres will not be tilled this year due to labor shortage. The same condition exists in Louisiana and Texas, where only 25 per cent of last year's wheat crop has been planted. The entire population of Grand Rapids, Mich., a city of over 120,000, could be taken care of in the vacant farm houses of that state. Iowa is 50,000 farm hands short of the number necessary for maximum production. Even the farmers of New England are askin for more labor. The only bright spot in the whole situation is that last year we had the largest crop in our history and will carry over a surplus which with this year's production will be sufficient to carry us through until another crop can be produced.

Can We Raise More Than Enough to Feed Ourselves

CROP outlook and future food prices concern the milling trade, and the *Modern Miller* sees one ray of hope that most city dwellers would not have noticed. It's this:

The Modern Miller knows of certain attics that contain flour purchased in the winter of 1914–15; and the same attics have enough sugar to last the families for a year. There are probably hundreds of thousands like them. The housewives have bought running supplies as needed, keeping the hoard for—the Lord only knows what!

What will happen when the turn toward lower food prices definitely comes, as it surely must? The answer is clearly indicated. The families that have flour, sugar and other foodstuffs will cease to buy and begin to consume their supplies. And as prices decline, the demand will dry up; and dealers will wonder what their customers are living upon. Thus will the high cost of eating be eased back to earth by the housewives, who gave it the first boost; and retailers, who gave prices of all foodstuffs many a boost, may be left with some high-priced goods on their shelves.

A gloomy view was taken by B. W. Snow of the *Orange Judd Farmer* and publisher of Snow's Crop Reports in a recent address before the Illinois Grain Dealers' Convention. This is his view:

What is ahead of us is a higher plane of food values, or to put it more correctly, in the years to come and indefinitely as far as we can now see, the products of agricultural labor will exchange for an increasing volume of the products of industrial labor. The effort to shorten hours of labor and indefinitely lengthen the hours of leisure will reverse when more individual effort and individual production are required in exchange for the products of farm labor.

The Price Current Grain Reporter sees a brighter side to Mr. Snow's picture. It argues:

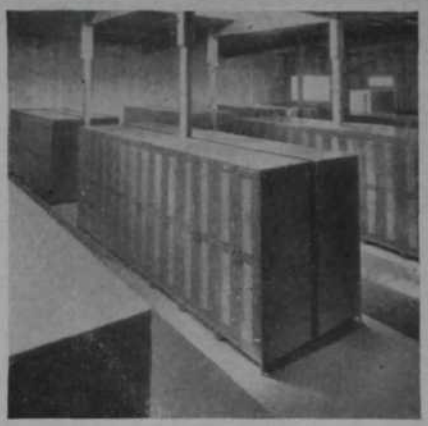
The fact that the necessities of Europe and the prostration of other industries than agriculture in a large part of continental Europe will naturally push the population there back to the land as their chief, if not only, occupation for the time being, and the land will hold them there just so long as it shall be more profitable to stay there than to go back to the towns.

When food is again relatively cheap in Europe, industry will again claim its own and the level of labor will be readjusted again, as it always has been and perhaps always will be. Food, while indispensable, is after all so small a part of the so-called necessities which characterize civilized life, that science and transportation alike will conspire to reduce the labor cost of food to the lowest point in order that labor may be directed again to the production of the other essentials of modern life.

Hold Your Liberty Bonds, But What Will Happen to Prices?

SMALL hope of an immediate recovery in Liberty Bond prices is held out by financial authorities. Suggestions have been put forward looking to government action to stabilize Liberty prices, but as the *Financial and Commercial Chronicle* points out, this cannot

DURAND
STEEL LOCKERS



YOU can rearrange and add to your locker accommodations easily with Durand Steel Lockers. They are quickly set up or taken down; moved to new quarters; or shipped by rail.

The lockers shown above in temporary quarters have since been transferred to the new locker building and a different arrangement easily effected.

Send for catalog of Durand Steel Lockers, or of Durand Steel Racks and Shelving.

DURAND STEEL LOCKER CO.

1511—Ft. Dearborn Bank Bldg. Chicago

511—Park Row Bldg. New York



For the Busy Executive

WE have prepared in a simple, novel and readable form an article analyzing the problems of Executive Efficiency confronting the men who direct the business of the Nation.

It details the method by which busy men, whose time is exceedingly valuable, Conserve their effort, Exert personal influence over Every Unit in the Organization and Accomplish the Almost "IMPOSSIBLE" demanded today from the Man who does things.

It shows the means used by some of the leaders in Manufacturing, Commerce and Banking, to control their rapidly expanding organization, and the manner in which the organization itself is keyed up, its routine simplified and its detail Expedited.

A Signed Copy with my Compliments is awaiting you; Simply send in the Corner Coupon on your Letterhead.

C. H. LEHMAN,
President.

Dictograph Products Corporation

Executive Offices

220 West 42d St., New York

Branch Offices in Principal Cities Throughout the World

Over 50,000 Busy Executives use the Dictograph System of Interior Telephones.

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☐ "Essay on Executive Efficiency"

☐ 5-Minute Demonstration

Name _____

ATTACH TO YOUR LETTERHEAD



STEEL SERVICE

Each dispatcher sits before his patch of light, his fingers on the pulse of a vast and intricate organization. Their desks radiate an activity controlled by accurate knowledge of each tool, truck and car schedule.

As though by the escapement of a watch, every move of the great machine is timed and co-ordinated.

And the result? A thousand men in a distant city are spared a shutdown by the arrival of a new two-ton mill-shaft on time.

JOSEPH·T· RYERSON & SON

CHICAGO ST. LOUIS DETROIT BUFFALO NEW YORK

be done. Of a proposal that the government institute an inquiry into the causes of the condition of the market, the *Chronicle* says:

If such an inquiry were ordered, and we had it completed, it is not easy to see what could be done in any positive and direct way. Attempts to halt or mitigate the workings of natural laws by enacted statutes do not result as desired or expected and the attempt more than half a century ago to suppress the gold premium was a striking illustration of futility at the time.

How formidable such a task would be in the present instance may be judged from the fact that even purchases aggregating considerably over a billion dollars on behalf of the government through the Bond Purchase Fund have not sufficed to arrest the decline in the Liberty Loan issues. Yet the notion that something can be done by a statute has not been finally ended.

The Federal Reserve Bank, of New York, has advised employers to encourage their employes to buy Liberty Bonds at present low prices on the partial payment plan and banks are urged to back them in so doing. The *American Banker* does not think any too much of this advice, and says of it:

At the ruling quotations the patriotic people who first bought Liberty Bonds in response to the appeal of the treasury have suffered an aggregate loss of two billion dollars. Is it wise for them to average yet before money and credit conditions have become stabilized? How is it right to invite the public—especially the wage-earning class—to wager in effect that Liberty Bonds have reached bottom, cannot possibly go lower and must now take an upward swing?

There is no question that government bonds must advance in course of time after a long period of years. But there is no assurance that they won't continue to depreciate. Indeed the evidence is all the other way.

An interesting proposal for stabilizing the price of war bonds is advanced by Milton F. Westheimer, a banker of Baltimore and Cincinnati.

It is proposed that the Treasury Department use the fund provided for the buying in of these bonds to obtain them by drawings, as is so frequently done in the case of private corporations who use their surplus for the purpose of buying in their own bonds. The policy, it is urged, will not require the expenditure of any more money than now by the government in the purchase of Liberty Bonds, but it would give all the holders the chance of obtaining par for some of their holdings before maturity.

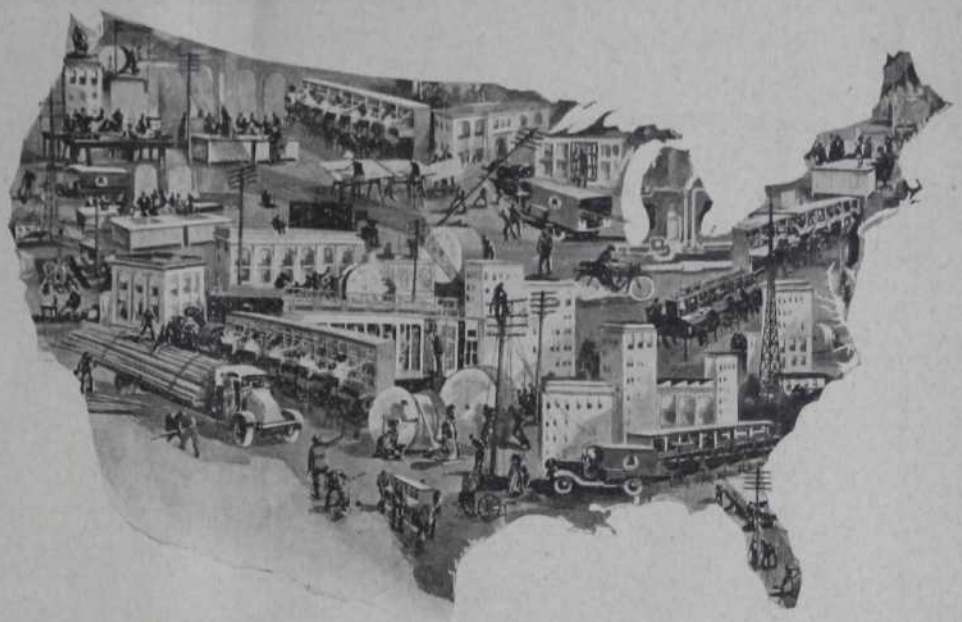
Higher Rail Rates Certain; May Not Raise Prices Much

BUSINESS faces a considerable increase in freight rates, with probable further increase in prospect if the wage advance asked by the brotherhoods goes through. Interesting figures on what the 27 per cent freight increase that has been asked would mean are presented in the *Annalist*, which points out that the new rates would equal only about 2¼ per cent of commodity values a ton as against a 3½ per cent rate in 1914. The article says:

The idea that freight rates play such an important part in the cost of living—in other words, in the cost of commodities—is hardly borne out by statistics. For example, according to a compilation by Julius Kruttschnitt, of the Southern Pacific, and submitted to Chairman Esch, of the House Committee on Interstate and Foreign Commerce, the increase in the cost of commodities per ton to the consumer from 1914 to 1919 was $63, while the cost of freight, represented in the increased cost of commodities, was only 80 cents.

For the year 1919 the average freight charges per ton of freight originated was $2.80 and the addition of 27 per cent would add only 38 cents a ton for the last half of 1920, or $3.18 for the final figure, assuming of course that the freight hauling conditions this year correspond to those of last year.

The average value of commodities hauled by the railroads last year was $119 per ton of freight originated, so that the cost of transportation stood



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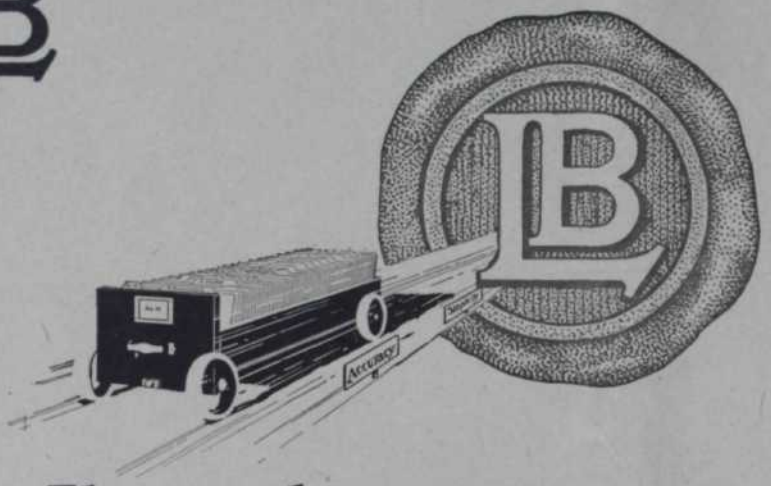
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in relation to the value per ton of 2.35 per cent. As commodity rates have gone up something like 2 per cent for the elapsed time of 1920 over the average of 1919, the average value of commodities would be $121.38, and the increased cost of transportation $2.38, would represent 2.62 per cent. There is an apparent increase of approximately one-quarter of one per cent.

That is what is proposed as the increased cost of freight transportation and it is only one-eighth of the increased value of the goods transported.

A fear that continued freight advances may defeat their own purposes by reducing the volume of freight carried and thus cutting down railroad revenues is expressed by the *Traffic World*. It makes this suggestion:

We would stop to consider whether . . . it would not be wise to raise some of the revenue to be obtained by increases in passenger rates. The point we have in mind is not so much whether it is fair to place all burden on the shippers, but whether continued advances will not be likely to operate so as to check the volume of freight traffic. In other words, are we not likely to have a rate level that, in some localities or some businesses, will be more than the traffic will bear and thus have a directly contrary result to that it is intended to achieve—increases in revenues?

Cost of Shoes at Its Peak and It May Soon Start Down

ALL signs point to a reduction in the cost of footwear in the United States, says the *Hide and Leather Weekly*. This conclusion is based largely upon the declaration of leading leather men at the annual spring meeting of the Tanners' Council at Atlantic City, that "the peak of prices in footwear had been reached, but it will take three to four months for the effect to reach the consumer." According to the *Weekly:*

Retail shoe dealers have declared they can already see signs of lower prices on fall shoes. While shoe salesmen are offering retailers inducements, they are not of great consequence, but, nevertheless, they are indicative of a downward trend in price.

Boston retail dealers say they are at present selling on a closer margin of profit than for several years. One dealer said that on a popular line of men's shoes selling at $11, he was forced to size in at $10. In fact, retailers find themselves caught between the high wholesale prices of footwear on the one hand and the public demand for lower prices on the other. This has caused dealers to be a little reluctant to buy at prevailing figures.

After all, the public fixes the style and quality of shoes it shall wear, says the *Shoe and Leather Reporter*, adding:

Shoes, as well as all other merchandise, are made in response to the demands of the ultimate consumers. Shoe manufacturers get out long lines of samples each season which are taken out on the road by the salesmen. Many of these styles die early, others succeed moderately, while still others come into great demand. The shoe manufacturers do not, as a rule, make up anything more than the samples until after sufficient orders are received from retailers to justify quantity production. In view of these facts it is in defiance of all the facts to say that shoe manufacturers fix the styles.

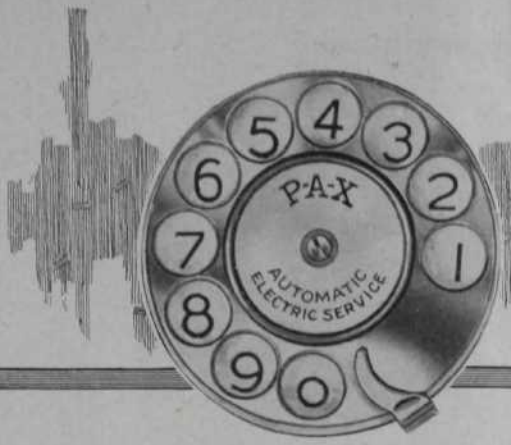
Sugar Trade Press Angry at Profiteering Charges

SUGAR and shoes have probably caused more price talk than any two other articles of every day use.

Sugar, a technical organ of the trade, casts a horoscope and makes the prophecy:

Sugar will sell at retail in the American market at not less than 22 cents in September; speculation and profiteering may well bring the price to 25 and 30 cents a pound. The sugar market in the fall and winter of this year will experience a shortage of supplies such as this country has not witnessed in the memory of people now living.

The remedy? "The manufacturers of soft drinks and candies should be urged to use and

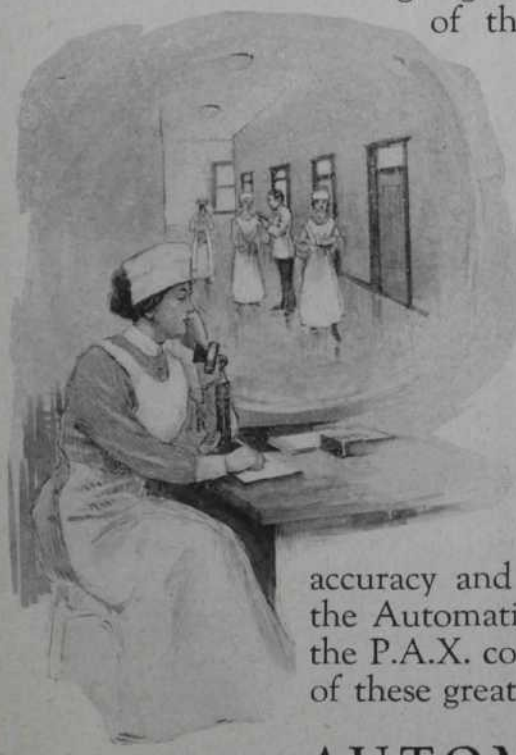


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invent sugar substitutes to the utmost limit," says *Sugar*. "They should even be permitted to employ saccharine in drinks where there can be no question of the 'food' value."

This would do more harm than good, says *Facts About Sugar*, which goes on:

While the suggestion that supplies to manufacturers of candy, ice cream, and similar products be entirely cut off or greatly restricted draws a certain amount of support from the unthinking, it is open to grave objections except in face of some great emergency. To disrupt such enterprises would inflict losses and hardships out of all proportion to the slight advantages that might be gained by individual consumers. It is a question, too, whether the sugar used by these manufacturers would not be absorbed immediately by consumption in other ways with no net gain to the public.

The Louisiana Planter, viewing the situation from the sugar-grower's angle, is suspicious of the refiners, saying:

It would seem fair to infer that as the sugar refiners daily report an active demand, but the impossibility of making deliveries to any extent, when their capacity is double the American consumption, that they are disposing of their sugars otherwise, presumably by exporting them, or possibly by some scheme or arrangement by which sugars coming into the United States are theoretically refined on toll for speculators appointed by the refiners themselves, who, in turn, sell these sugars at as high prices as can be secured, and even up to 25 cents per pound and more.

Capper's Facts All Wrong Says the Lumber Trade

SENATOR CAPPER, of Kansas, who hunts profiteers in many trades has brought the lumbermen down on him by an article in *Capper's Weekly* on "The Heathen in the Lumber Pile," which accused the lumber trade of profiteering and said "it was responsible for millions of homeless people." *The Southern Lumberman* asks where the Senator gets his figures, and adds:

There are accessible at Washington in the files of the Federal Trade Commission carefully compiled figures relative to the cost of producing lumber, and if Mr. Capper had taken the few minutes necessary to refer to these figures he would have discovered that it is costing quite a good deal more than $15 per thousand to produce Southern pine lumber, including stumpage. As a matter of actual fact, the figures compiled by the Southern Pine Association show that the average cost of producing lumber today is about twice that figure. There are doubtless several thousand operators who would like to contract with him, or anybody else, to haul their logs at that figure.

Another ridiculous statement in the article is that "a sawyer who could not get 50 per cent of high-grade lumber from a log is not kept very long." A sawyer who could get such a percentage of high grades would be a priceless jewel who could command the most fabulous wages. According to many experienced pine manufacturers, the sawyer who gets an average of more than 5 per cent of grades over No. 1 common is the exception.

It is unfortunate that we should number among our national legislators men of such small bore as Senator Capper—men who do not hesitate to pillory an entire industry on the unsubstantiated charges of two or three partial critics.

The Retail Lumberman is more personal. It says that "Senator Capper is harming every branch of the lumber industry," and goes on:

While Senator Capper is directing scrupulous attention to the lumber industry he studiously avoids exposing his own wily schemes. We would consider it a favor if friend Arthur would inform us whether or not he increased the subscription rate on one of his publications at least 400 per cent during the past 4 years. Will the Senator from Kansas also tell us or will he deny that he far more than doubled his advertising rate in one of his publications? Those are things which have come to our attention and we are not expecting him to deny them.

If these fact are true, and we believe that they are, what a fit personage is friend Arthur to throw malicious stones from his cozy little glass house.

Team Work and Teeming Millions

Our foreign traders find plenty of customers in Asia and South America, but they point out that it is a two-way game—buying is just as necessary as selling

By CHAUNCEY DEPEW SNOW

Manager Foreign Commerce Department, Chamber of Commerce of the United States

A MAN who isn't an optimist hasn't any business being in foreign trade." That's substantially the dogma laid down by Capt. Robert Dollar in welcoming the twenty some hundreds of delegates to the Seventh National Foreign Trade Convention. And just at this particular time numerous interested parties allow that the captain is ab-so-lute-ly right in that particular respect. To show his own optimism the captain, who has headquartered at San Francisco long enough almost to qualify as a native son, further ventured the sentiment that the center of world trade, starting well to the eastward in the Mediterranean and moving toward the west, is now romping merrily and rapidly toward the Golden Gate, where it's due to find it's appointed abode.

Many of the other folks out west coast way agree with the captain as to the general direction and orientation of the center in question. But there's some slight divergence of opinion about it in other quarters. In Seattle and in Portland they figure that the captain hasn't put his point far enough north. And the Los Angeles wearers of the orange poppy have it all doped out that the point the Captain referred to lies to the south around San Pedro (pronounced, "The Port of Los Angeles"). There's no lack of optimism out on the coast—and no noticeable lack of foreign traders.

"China's teeming millions!" "India's teeming millions!" Adding the inch to the Chinaman's shirt, and thus making two blades of grass grow where only one grew before—figuratively speaking, from the standpoint of the (American) cotton industry. Ah, but these are things to conjure with, and there was no lack of conjurers at this enthusiastic foreign trade convention.

There was a good sized group of American business men from China—easily distinguished indoors and out by their little black visorless caps with red trimming, which proved so intriguing to some of the foreign trade manageresses in the way of new ideas for fall millinery. And, by the way, why not add an inch to the Chinaman's hat and cause increased production in the silk trade—or whatever it is they're made of. Or how about an inch on his shoes—two of 'em—and create a panic by demand in the leather trade—or whatever it is they're made of. These foreign trade conventions certainly do prove suggestive, and start one's imagination a-humping. And the captain might just as truthfully have added that foreign trade calls for imagination as well as for optimism. But, to revert to where we were when we started this imagination, the Chinaman was prominent in the minds of every one at the convention.

Mention Captain Dollar and one can't help thinking China. And let Captain Dollar give you an address of welcome to San Francisco and you can be morally certain that you're going to think China more than you ever did before. There's no buncombe and no mistake about the teeming millions and the Chinaman's shirt, and the opportunities, provided, as the captain and a good many others at the convention pointed out, the Republicans and the Democrats don't legislate our merchant marine off the sea; and provided our government adopts a definite and consistent foreign trade policy, and demands and gets equality of treatment for our business men abroad; and provided our tax system is righted; and provided that the administrative branches of our government forget some of the administrative traditions—what somebody called red-tape—of the past and look on the American business man in the foreign trade as a citizen that's entitled to a decent hearing on his reasonable requests for just as adequate protection and just as much honestly active government encouragement as his foreign competitors get.

Here It Is Again

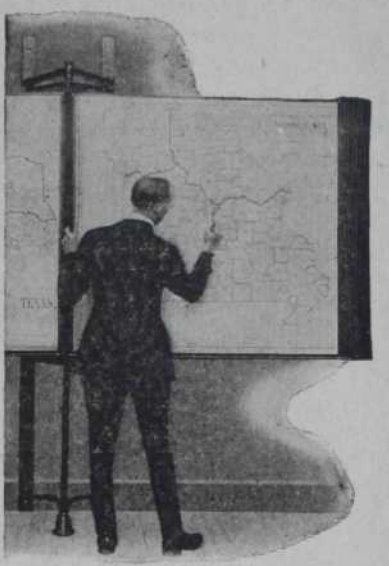
SOMEHOW we can't help thinking about the need for this strong and clearcut policy to be followed year in and year out, regardless of Republicans and Democrats, when we begin considering trade with the lands across the Pacific.

"Ladies and gentlemen, you're heard all about the teeming millions of China, and India, and Java, and Japan. But why hasn't someone talked about the millions of Latin America, South and Central America, Mexico, and the West Indies? That's our greatest trade field today, and a year from today, ten years from today, and fifty years from today, and don't you forget it."

We were expecting that, and we were not disappointed. It came with particular force and directness from one of the practical men long in the foreign trade, in one of the biggest of the group meetings, well attended by the practical men (and women, for the lady exporters were numerous at the convention). It met with a good bit of applause. The speaker figured that in Latin America we have a friendly market, a near market, a large and rapidly growing market of high purchasing power and diversified demand, and last but not least a market where there isn't a locked gate or a heavily barred grating when the door is passed.

Of course the Philippines got their share, and rather a big share at that, of attention. Mr. Rafferty and his energetic corps of assistants representing the Philippine Bureau of Commerce and Industry, had staged a striking exhibit of Philippine products, and had prepared a lot of eye-opening statistics about the Islands. You had to pass the Philippine exhibit to get in to the big consultation room of the staff of trade advisers. Of course you wanted to talk with some of the trade advisers—so you ran up against the Philippine Islands. And after looking at the exhibit and talking with Mr. Rafferty and some of his staff you found yourself more interested in the Philippines, their problems, products and possibilities than ever before.

Let's see: There's China and the Philippines, and India, and Japan, and Siberia, and the East Indies, and Australia and New Zealand—yes, yes, all those places where it's so hard to send cables to and get replies from. And then, to be sure, there's Mexico, and South



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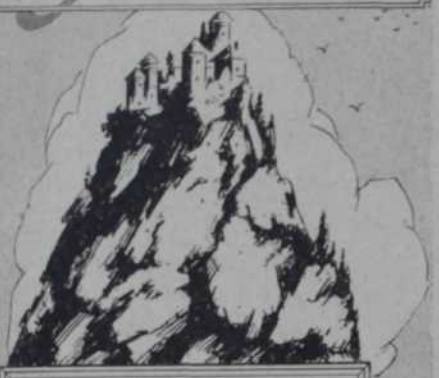
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America, and Central America, and the West Indies—that American Chamber of Commerce down in Buenos Aires seems to have done some good work. Canada is still up north of us, the same good field for our trade, of course, there's always Russia—some day those Lenin and Trotzky folks will get thrown out, and "the plain people" of Russia will assert themselves, and gradually they'll get back to a decent government and fix up their railroads, and get their crops growing again, and their mines and factories working, and utilize their forests, and they'll ship out flax, and wheat, and oil, and lumber, and hides and skins, and everything.

And they'll open up their country for our "young men trained in foreign trade" to try out what they've been learning from the study of whatyacallit's "Russian Simplified" and give us a market for all sorts of things made in U. S. A. Besides all that, there's Europe, and the rest of the world, of course. There's bound to be a considerable reconstruction demand from Europe. That's certain. Maybe our old trade there will largely continue, if only these rates of exchange will get back to something comprehensible again. It is true, we have sort of neglected the Balkans and the Mediterranean in general in the past. We'll have to pay more attention to them in the future. South Africa ought to offer a market for a good many things. But then, when you have the Pacific and China's teeming millions on your mind, its hard to make room for all the rest of the world.

A rather new note sounded in this National Foreign Trade Convention was the importance of the import trade. We've been so interested in "getting into the export game" that we have rather been prone to overlook the fact that foreign trade works both ways, covers imports as well as exports. The time has come when we have got to realize that exports in the long run have to be paid for largely in imports, and if we really are going to work up a national foreign trade policy (and it's surprising how many of the delegates believe we are going to do that) we'll have to look on imports as something besides raw materials and things against which we've got to have tariff protection. Here we sit and listen to an eminent banker tell us that we've become so much of a creditor nation that we've got to expect an adverse balance of trade—imports exceeding exports—in the very economic nature of things.

Picture the heresy of such views toward imports being voiced at the First National Foreign Trade Convention, only six years ago! It's clear there has been a world upheaval. Boy, kindly page Chairman Fordney, of the Ways and Means Committee, he's wanted at the telephone.

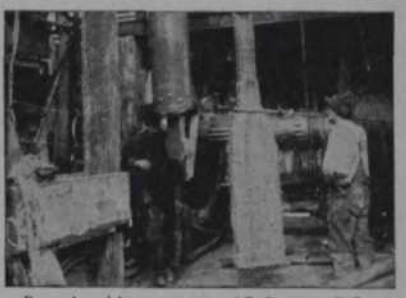
Training the Young Men

THE popularity of the Bureau of Foreign and Domestic Commerce and the need of making an attractive career service for men in its staff in Washington, for its commercial attaches and trade commissioners, for diplomats and for consuls, were repeatedly emphasized. This played in with the constant reiteration of the need for adequate training in foreign trade for our young men, for business itself as well as for the government services. Some of the universities in this connection contributed the suggestion that the training is now available and that it's up to the business men to learn what the schools are already doing in this line. In fact, one man said that there's an oversupply of young university men that have taken foreign trade courses; one university this year is graduating 90 young men from the

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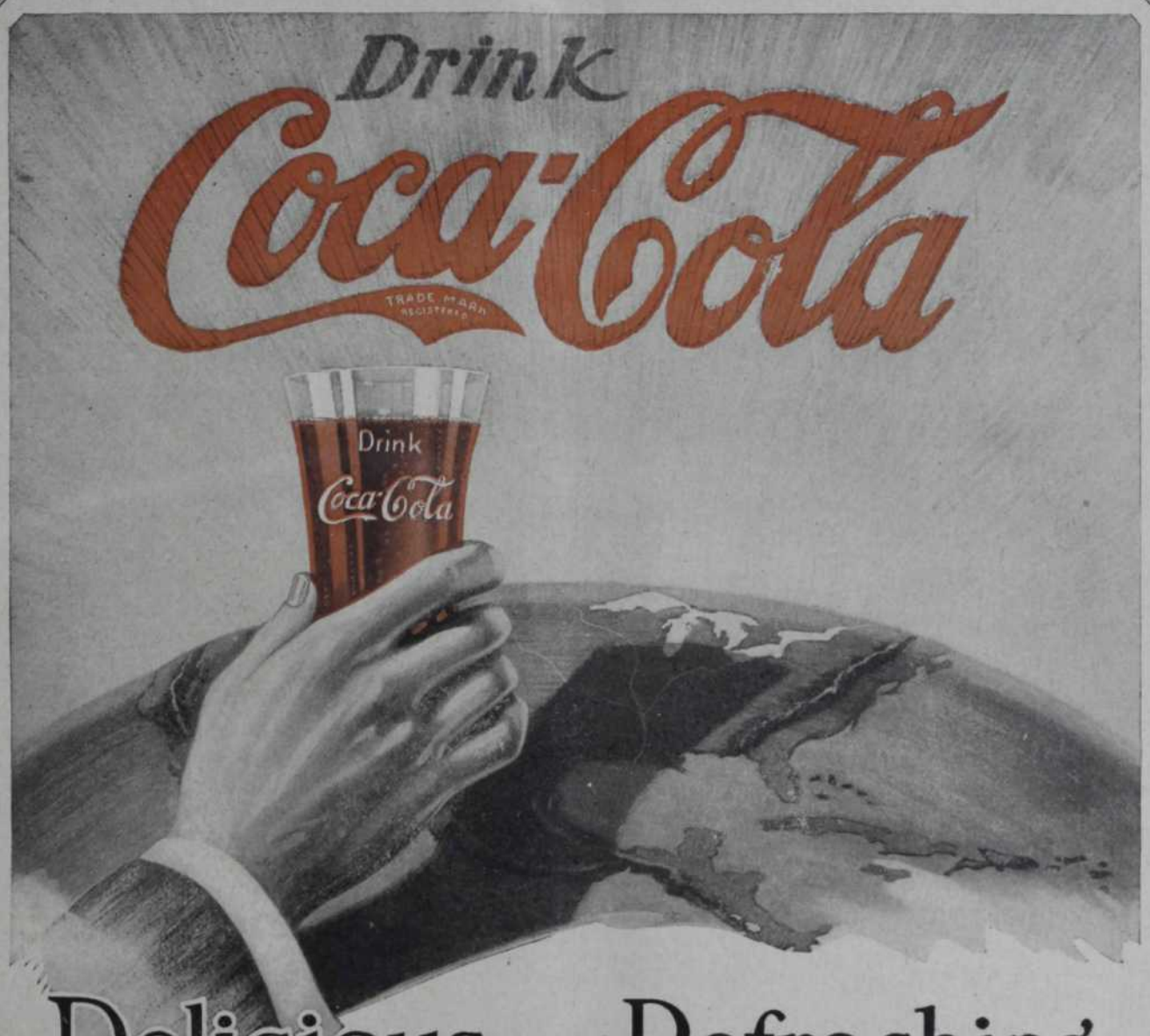
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foreign trade course, and they're not able to place in export or import work. Another found that the business men want to start these trained youths side by side with the grammer school graduates on boy's work at $12 a week—they could earn more as messenger boys. To all of which some of the business men replied that the trouble with this university product is that it wants to start in at the top, and is imbued with the idea that education automatically entitle it to a place in "the leisure classes." It seems that there's a chore here for some agency to work out a balance of demand and supply, and for the application of some sort of corrective process to make the school product to correspond to the strictly business demands.

Twenty-seven states in and around the Mississippi Valley telegraphed to the National Foreign Trade Council asking that the next national foreign trade convention be called at New Orleans. At the same time, every one of those twenty-seven states and every one of the remaining twenty-one states and the territories and island possessions of the United States is unquestionably and directly interested in this foreign trade movement, and in these foreign trade problems.

No Man Lives Unto Himself

THE returns on our own great crops are closely tied up with the world market—the outputs of our own fields, factories, mines, and forests enter substantially into a world exchange of commodities that we cannot get along without. At first blush it may be rather hard for the grocery man or the farmer, or the farm mortgage expert in Eldora, Iowa, to see how this foreing trade business affects him, why our merchant marine and the extension of American banking abroad are of any concern to him; why should he care a hoot about a national foreign trade policy? But if he sits down and figures it out cold bloodedly he'll see that it is his concern just as much as it's the concern of the cotton manufacturer in Manchester, N. H., or the cotton dealer in Galveston, Texas. Local comfort, employment, prosperity, and the cost of living are assuredly not remote from foreign trade in any part of the United States.

Among the declarations of the National Foreign Trade Convention at San Francisco were the following:

"The United States as a creditor nation should afford to other nations every fair and reasonable opportunity to *sell their products to us*, especially of raw materials without detriment to existing industries."

"The Government should maintain as a principle of foreign policy that American enterprise abroad is entitled to the same measure of protection from the Government of the country where domiciled that foreign enterprises domiciled in the United States receive from this Government."

"The Convention considers that this important adjunct to Foreign Commerce can be best carried on by private enterprise. The State and Federal Governments are urged to take steps to remove those disabilities caused by non-uniformity of state laws and excessive taxation which place American insurance companies at a disadvantage with the foreign insurance markets with which they must necessarily compete."

"Conditions of communication with foreign countries are intolerable. The delays in foreign cables and mails hamper commerce and greatly increase the cost and risk of doing business. Additional cable facilities

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Specialized banking service is offered in our Bill of Lading Department and in many other facilities we offer as a progressive Middlewest commercial bank.

UNION TRUST COMPANY
Capital & Surplus $4,500,000
Madison & Dearborn Sts.
CHICAGO

THE BILL OF LADING BANK OF CHICAGO

and the extension of wireless telegraph service are imperative."

"The expansion of our foreign trade can be greatly facilitated by the further establishment of American chambers of commerce abroad and foreign trade sections of domestic commercial organizations. Effective assistance already has been afforded by these instrumentalities in promoting reciprocal relations, commercial arbitrations and adherence by their nationals to the best trade practices."

"American companies in China must operate under American laws, owing to extra-territorial treaties with China. The present American laws do not give our corporations the same opportunity as corporations of other nations with which we must compete for trade in China."

"Under the Hongkong ordinances our British competitors operate as China companies without income tax. American companies that have organized under the Hongkong ordinances are compelled by recent British 'Orders in Council' to replace American directors and executives by British."

Chamber of Commerce Committees

COMMITTEES named by President Defrees, of the Chamber of Commerce of the United States, to act during the coming year have been approved by the Board of Directors. These committees are as follows:

Executive—Frederick J. Koster, San Francisco, California, chairman; R. M. Bissell, Hartford, Connecticut; William Butterworth, Moline, Illinois; Clyde C. Dawson, Washington, D. C.; William J. Dean, St. Paul, Minnesota; Joseph H. Defrees, Chicago, Illinois; P. H. Gadsden, Philadelphia, Pennsylvania; Charles S. Keith, Kansas City, Missouri; Lewis E. Pierson, New York, New York; Bernard J. Rothwell, Boston, Massachusetts; M. J. Sanders, New Orleans, Louisiana; Ernest T. Trigg, Philadelphia, Pennsylvania.

Conference Committee on Organization of a Foreign Trade Corporation—Lewis E. Pierson, New York, N. Y.; George Ed. Smith, New York, N. Y.; John W. Staley, Detroit, Michigan.

Building—L. S. Gillette, Minneapolis, Minnesota, chairman.

Budget and Efficiency—W. L. Clause, Pittsburgh, Pa., chairman; Frank J. Goodnow, Baltimore, Maryland; W. F. Willoughby, Washington, D. C.; Paul W. Brown, St. Louis, Missouri; C. K. McClatchy, Sacramento, California; W. H. Cowles, Spokane, Washington; Herbert G. Stockwell, Philadelphia, Pennsylvania; George G. Tunell, Chicago, Illinois.

Finance and Budget—Max Babb, Milwaukee, Wisconsin, chairman; Clyde C. Dawson, Washington, D. C.; John Joy Edson, Washington, D. C.; Joseph H. Defrees, Chicago, Illinois; Henry M. Victor, Charlotte, North Carolina.

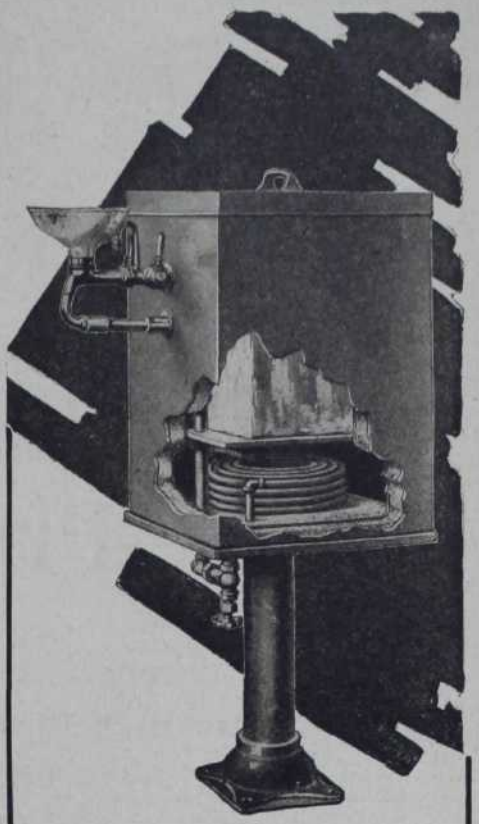
American Committee on Organization of International Chamber of Commerce—A. C. Bedford, New York, N. Y., chairman; John H. Fahey, Boston, Massachusetts; Edward A. Filene, Boston, Massachusetts; Richard S. Hawes, St. Louis, Missouri; Thomas W. Lamont, New York, N. Y.; E. G. Miner, Rochester, New York; William P. Bonbright London, England; S. C. Mead, New York, N. Y., vice-chairman and secretary.

Financing Building—Harry A. Wheeler, Chicago, Illinois, chairman; John H Fahey, Boston, Massachusetts, vice-chairman.

International Commercial Arbitration—Owen D. Young, New York, N. Y., chairman; Charles L. Bernheimer, New York, N. Y.; William S. Kies, New York, N. Y.; John J. Arnold, San Francisco, California; James G. White, New York, N. Y.

National Defense—Bascom Little, Cleveland, Ohio, chairman; Ralph Crews, New York, N. Y.; Everett Morse, Boston, Massachusetts; Judge Edwin B. Parker, Houston, Texas; F. A. Scott, Cleveland, Ohio; Philip H. Spaulding, Boston, Mass.; Guy E. Tripp, New York, N. Y.; W. L. Wright, New York, N. Y.

Public Utilities—Lewis E. Pierson, New York, N. Y., chairman; Henry G. Bradlee, Boston, Mass.; Arthur W. Brady, Anderson, Indiana; F. B. DeBerard, New York, N. Y.; E. K. Hall, New York,



First Aid to Summer Production

JUST so long as men are human the summer let-down in production is bound to come unless you see to it that your workmen are supplied with cool, clean, refreshing water that revives mind and muscle. The old bucket or ice cooler methods won't do. They are inefficient, unsanitary, expensive. Install

Jewett Water Coolers

The exclusive *square* design of the Jewett Water Cooler means much in efficiency and economy. To pack it, ice does not have to be broken up as for a round cooler. That means less trouble and lower ice bills. The Jewett has greater cooling capacity; its 1½ inch thick all-cork insulation keeps the water refreshingly cold. The Jewett is used the year round—in the winter without expense.

Long service, low ice consumption, efficiency, production-maintenance, the health and happiness of your workmen and continued profits are reasons for the selection of the Jewett Water Cooler. Hot summer weather will soon be here to destroy your workmen's vitality and output. Fight it off—keep your production curve rising—install Jewett Water Coolers. Send for folders.

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Great rubber plants work day and night producing the vast output of two and a half million tires a month required to keep the motor cars and motor trucks of America on the job.

That these plants have been able to meet the unprecedented demands made upon them is of credit to the vision, enterprise and ability of the rubber industry.

Westinghouse is glad to have had a leading part in bringing to the aid of the industry in this work the assistance of electric drive and of having helped to multiply tire output by millions a year.

Westinghouse Electric drive, superseding steam, eliminates complicated systems of line-shafts, gears and belts. It economizes time by permitting greater freedom in arrangement of machinery. It makes each machine or group of machines an independent unit, and it has many other advantages that help insure bigger and better production at every stage from cracker to buffer.

The rubber industry is but another of many important ones to the power problems of which Westinghouse has given especial attention. Whatever your business, if you use power, Westinghouse engineers can, and will be glad to, assist you in lowering costs, increasing output and improving quality.

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Railroads—George A. Post, New York, N. Y., chairman; F. C. Dillard, Sherman, Texas; Emory R. Johnson, Philadelphia, Pa.; George W. Simmons, St. Louis, Mo.; A. W. Smith, Atlanta, Georgia; Edward J. Frost, Boston, Mass.; Charles E. Lee, Washington, D. C.; William W. Salmon, Rochester, N. Y.; Walter S. Dickey, Kansas City, Mo.; Harry A. Wheeler, Chicago, Illinois.

Waterways—T. F. Cunningham, New Orleans, La., chairman; James E. Smith, St. Louis, Mo.; John W. Gamble, Omaha, Nebraska; William Butterworth, Moline, Ill.; M. J. Sanders, New Orleans, La.; William H. Stevenson, Pittsburgh, Pa.; James O. Heyworth, Chicago, Ill.; Emory R. Johnson, Philadelphia, Pa.; Joseph N. Teal, Portland, Oregon; Barry Wright, Rome, Georgia.

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Listening in on Congress

Wit and fancy of our lawmakers rescued from the *Congressional Record*

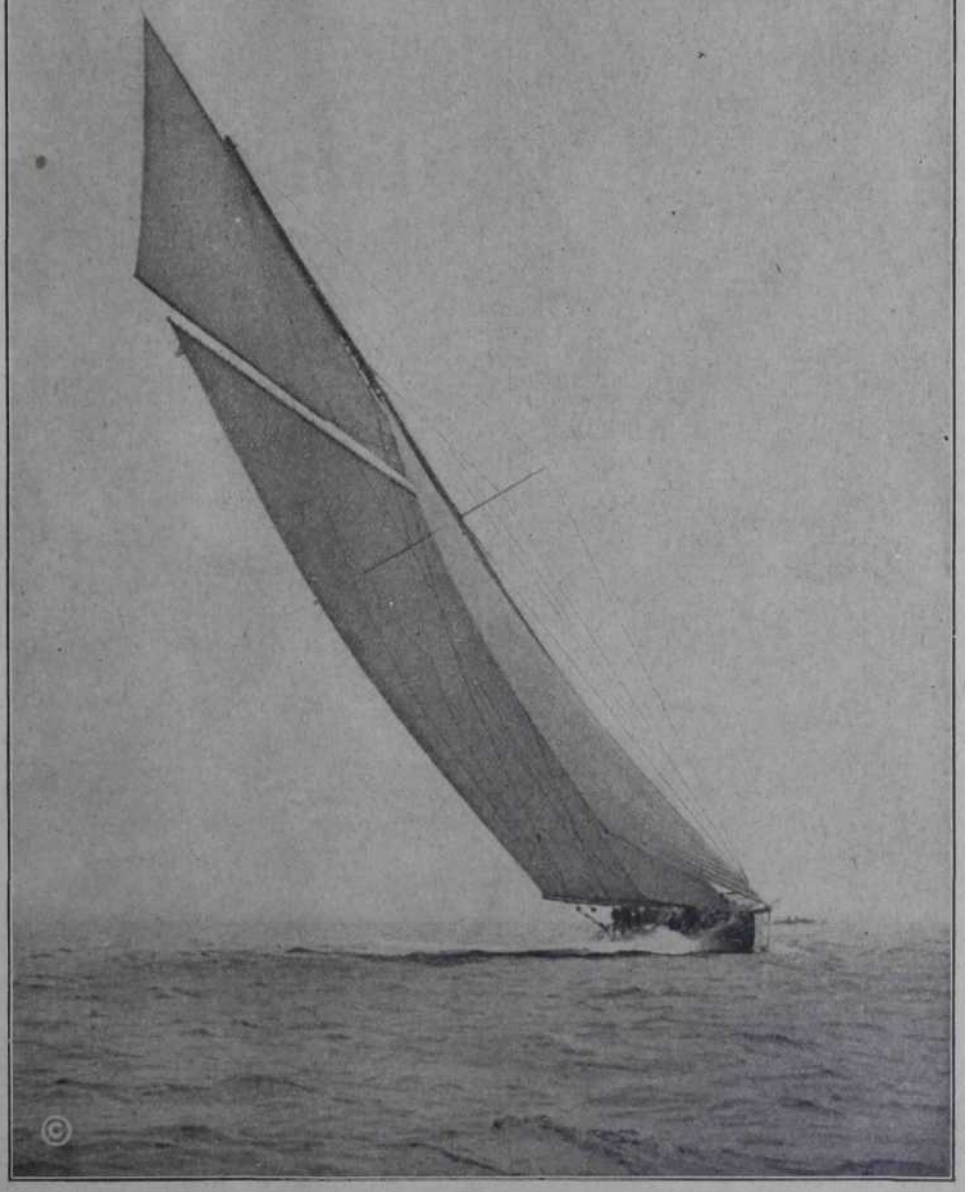
WHEREIN Mr. Johnson reads a letter from a constitutent who evidently confuses him with Santa Claus, and the senator from Kentucky stoops to pun:

Mr. JOHNSON of Washington: Mr. Speaker, I hope the House will embrace this opportunity to end this petty congressional seed distribution. Neither the time of the House nor of the Members should be

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Your problem will enlist our confidential interest.

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used in this way. The question comes up every year. Most of those who receive the seeds in the districts are willing to forego the gift, particularly if the House will busy itself with other matters. Many misunderstand the seed distribution. I have a letter from a constituent which I wish to read:

Dear Sir:

1. Will you please send me any set law books you have and the following:

2. 1 package of onion seed, 1 package of cabbage seed, 1 package of squash seed, 1 package of cucumbers, 7 peach trees, 6 English walnut trees, 2 snowball trees, 1 package of carrot seed, 1 package of lettuce seed, 1 package of summer squash, 5 grape cuttings, 3 sweet apple trees, 2 butternut trees, 95 strawberry plants, 3 chestnut trees, 4 lilac bushes, 8 rose cuttings.

If you have got any carpenter books and tools, send them, and any typewriter please send it, and the farm account book from the Department of Agriculture, and any gasoline tractor.

Yours truly,

I omit the name.

Now, my friends, in all earnestness, is it not about time to cut out a practice that leads to such misunderstandings? . . .

How to Buy Turnip Greens

THE gentleman from Arkansas is very fond of that lowly classic, hog jowl and turnip greens. He makes it plain that he doesn't want to be forced to buy the "greens" by weight—such a suggestion, he says, "is damned foolishness gone to seed."

Mr. WINGO of Arkansas: But let me get down to page 17, section 15, where you provide:

All kale, spinach, and other similar leaf vegetables shall be sold at retail by net weight.

That is thrown in for good measure in this bill. That is not fixing a standard container. It says that if you go to market, as I do, twice a week to buy turnip greens—because I am fond of hog jowl and turnip greens—I must have them weighed, although I do not want them weighed or buy them by net weight. I want to buy them in the customary way that you buy them on the curb from the old negro woman who brings them in, or from the farmer. You tell me that you have to weigh up a mess of turnip greens that a farmer has, and that he must have a pair of scales! How on earth would I tell how many pounds I wanted?

Mr. LAYTON of Delaware: Oh, the gentleman would soon learn.

Mr. WINGO: That is the trouble. Whenever the federal government—whenever Congress—undertakes to say that a man must learn how to measure his appetite and to buy his turnip greens by net weight, contrary to life-long custom and common sense, then you present what I said once before on a bill of this kind—it is damned foolishness, gone to seed.

Mr. LAYTON: I think the gentleman will find that turnip greens are being sold now by weight.

Mr. WINGO: Who ever heard of turnip greens being sold by weight? The gentleman does not know turnip greens from jimson weed.

Mr. LAYTON: Oh, we had jowl and turnip greens before the gentleman's state was settled.

Mr. MAPES of Michigan: Practically every state in the union has that requirement.

Mr. WINGO: There is not a single state in the Union that requires you to buy and sell turnip greens by weight. Name one. The gentleman's own state of Michigan does not. The gentleman would not know turnip greens if he were to see them. When you require turnip greens by weight you offer an inducement for fraud by watering them.

Mr. BEE of Texas: I differ with the gentleman from Arkansas [Mr. WINGO] in that, unfortunately for me I do not keep house in the city of Washington, and, therefore, I am not directly affected, but I am rather inclined to favor the old-time system of going to your market and taking your chance, buying from the dealer the apples or the berries or anything else that you have in mind, taking your chance that he has not filled the bottom of the basket with straw and put the strawberries on top. The average man who is selling apples or onions does not know any more about a cubic inch than a hog does about side pockets.



MOVING GOODS in MICHIGAN

When people say Detroit they think of automobiles. When Detroit residents say Elliot-Taylor-Woolfenden Co. they think of merchandise of merit at pleasing prices and a valuable discount for cash.

This concern ranks AA1 with them, not alone for size but particularly because of its reputation for squareness.

It opened its doors 35 years ago, now occupies 88,000 sq. ft. of floor space and is a modern department store in every respect.

The Elliot-Taylor-Woolfenden Co. adopted the "Sperry" Service in 1911 and is today issuing "S&H" Green Stamps with the same enthusiasm of nine years ago.

It is simply one of hundreds of concerns of like standing that have given the "Sperry" Service a fair and efficient trial and found it of undisputed value as a trade producer and holder.

The Sperry & Hutchinson Co.

114 Fifth Avenue New York

FINNELL SCRUBBER



It **SCRUBS** *Electrically!*

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CLEAN FLOORS

in American Business



The Store of
JOHN WANAMAKER
Philadelphia, Pa.

One of the hundred different lines of industry where floors are FINNELL scrubbed.

Who, in any commercial institution, dares to ignore CLEAN FLOORS?

To do so is to reject a sales factor of tremendous force.

In stores, CLEAN FLOORS mean clean merchandise, clean salespeople, clean atmosphere, good cheer, courtesy—all of them builders of sales and good-will.

In factories, CLEAN FLOORS mean clean work and better work, happier workers and greater production.

In office buildings, CLEAN FLOORS mean clean tenants, happy, contented, profitable.

In hotels, CLEAN FLOORS give that most desirable atmosphere of home.

In whatever business, CLEAN FLOORS have a power of good that no business man can afford to overlook or overestimate.

When hand scrubbing and mopping were in vogue, CLEAN FLOORS were commercially impracticable—too expensive. But the Finnell System of Power Scrubbing has brought to American business untold blessings.

Hundreds of different lines of industry are today showing added profits traceable directly to CLEAN FLOORS.

We will gladly explain in detail. Writing for information does not obligate. Please address Chicago office.

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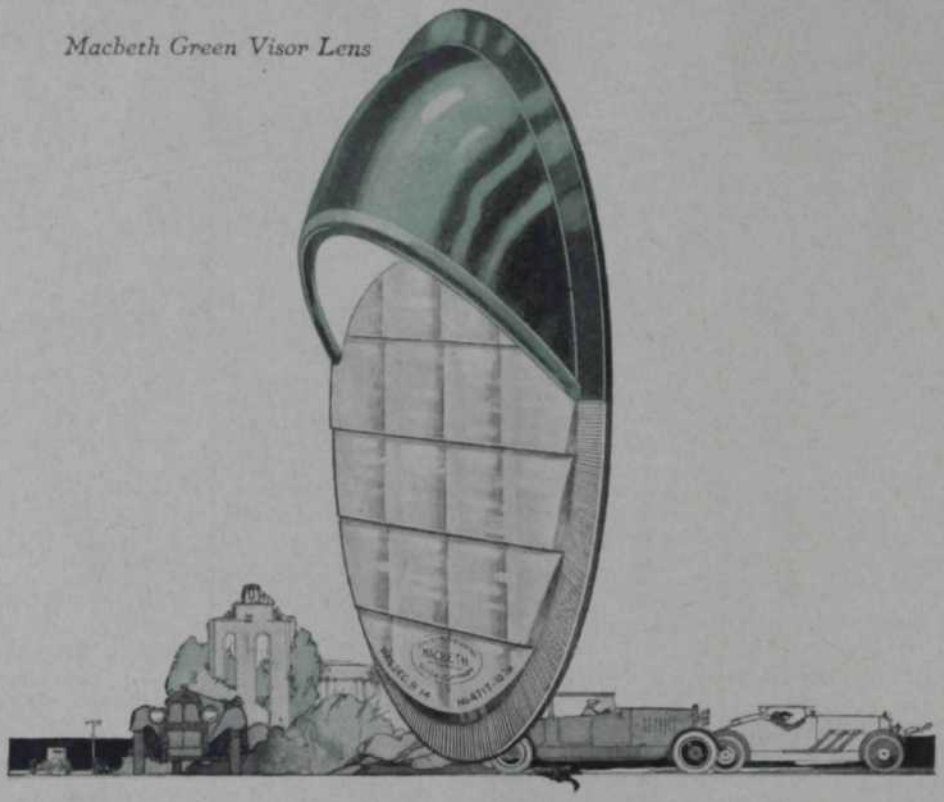
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"CLEAN FLOORS Reflect Clean Business"

FINNELL SYSTEM
OF POWER SCRUBBING

Macbeth Green Visor Lens



MACBETH

A GENTLEMANS LENS

Signals!

Macbeth green visor lenses combine the *safety* that law compels with the *consideration* that courtesy requires. They permit no blinding rays to discomfort other drivers. They mark a gentleman's car.

The Macbeth prisms control and direct the light in a brilliant shaft, straight and far ahead, in wide, uniform illumination. All upward beams are redirected down at the correct angle *on the road*. No ray escapes to dazzle or confuse. The light is placed where it is wanted.

The principle of Macbeth has national endorsement for battleships and lighthouses as well as motor cars. The green visors add a touch of distinctive elegance to every car and on every one they are signals of safety and courtesy. Put them on yours.

Price per Pair $5.25—Denver and West $5.75—Canada $6.00—Winnipeg and West $6.50

Macbeth-Evans Glass Company, Pittsburgh

Branch Offices in: Boston; Buffalo; Chicago; New York; Philadelphia; Pittsburgh; San Francisco

Macbeth-Evans Glass Company, Limited, Toronto, Canada



Gray & Davis

Production—

Despite the Shorter Day

IN these days when men and machines work less hours, designers strive for fewer operations and greater machine speed.

It is equally essential that the buildings in which both men and machines work should provide every facility for greater hourly production.

A plan which gives clear, direct aisles with good elevator and conveyor service is bound to show results at the shipping platform.

Good light always means increased output, less spoiled material, fewer mishaps.

And fresh air puts vigor into workers, cuts down lost time, reduces absences.

Our engineering and manufacturing knowledge supplementing a manufacturer's own experience produces industrial buildings which handicap the competitor.

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The Randall-Faichney Company

As to a Public Works Department

A PROPOSAL that the Chamber of Commerce of the United States advocate the establishment of a government Department of Public Works failed to carry in a referendum of the Chamber's membership, the result of which was announced recently. The votes on the three propositions submitted were:

Shall a Department of Public Works be established by the national government? In favor, 826; against, 549; necessary to carry, 917.

Shall a Department of Public Works be established by a suitable modification of the existing Department of Interior, excluding therefrom the non-related bureaus and offices by change of name from the Department of Interior to the Department of Public Works? In favor, 675; against, 679.

Shall a Department of Public Works be established by creation of an entirely new department? In favor, 282; against, 992.

Out of the 1,250 member organizations entitled to vote upon the propositions, 477 took advantage of the opportunity to record their vote regarding a Department of Public Works. The returns disclose an especially strong sentiment against the creation of an entirely new and independent department, the vote being about four to one against it.

The referendum was taken at the instance of the Engineering Council, an organization member of the National Chamber. The proposal submitted by the Engineering Council was reduced to three main propositions by a committee of eleven, of which Charles Nagel, formerly secretary of Commerce and Labor, was chairman. The other members were: Samuel B. Botsford, Buffalo; J. Parke Channing, New York City; L. S. Gillette, Minneapolis, Minnesota; Ira N. Hollis, Worcester, Massachusetts; Frederick Newell, Urbana, Illinois; William C. Redfield, formerly Secretary of Commerce, New York City; F. A. Seiberling, Akron, Ohio; F. Harper Sibley, Rochester, New York; M. C. Tuttle, Boston, Massachusetts; W. F. Willoughby, Washington, D. C.

Our Commercial Arteries

WE have received the following very interesting letter in regard to the transportation.

Dear Sir:

Every citizen of the United States and Canada who stops to think for a moment must realize that North American commerce is congesting within the present limitations of transportation and is straining to the breaking point its present traffic arteries.

In twenty years the haulage of freight by railroads in the United States has increased from 1,863 tons per mile for every person in the nation to approximately 4,000 tons—more than 100 per cent of increase. Railway and terminal facilities have by no means increased in proportion. Hence the desperate condition prevailing today.

The railroads assert that their minimum needs for affording relief are $2,000,000,000 annually for a series of years. This is probably true, and it means increased freight and passenger tariffs which are no less than increased taxation upon us all.

Much less than half of one year's railway need will put the Great Lakes-St. Lawrence route in permanent shape to take off a large percentage of the congestion and strain and to produce more than 2,000,000 horsepower of electric energy. Do we not owe the duty of such construction not only to those tributary to this waterway but to the country at large?

THE FIRST NATIONAL BANK OF BOSTON

There Is No Place

In the World with which you do business or plan to do business which our service cannot reach. We offer you the best facilities for the prosecution of your foreign trade. Our Foreign Department issues Letters of Credit, Foreign Exchange contracts, foreign drafts; negotiates bills for collection; and transacts promptly and satisfactorily all other foreign financial business.

Capital, Surplus and Undivided Profits
$37,000,000

To Those Who Plan to Visit Europe This Year

THIRTY European offices of the American Express Company invite you to avail yourself of their facilities while you are abroad.

These offices are in the cities you will visit. The men in charge can tell you the things you wish to know. In these offices you will find a cordial welcome and a genuine desire to assist you in every possible way.

You may have your letters and cablegrams sent there, to be held for you, or forwarded as you wish. You may use the Visitors' Rooms as your business headquarters or your social rendezvous. In the Reading Rooms you will find newspapers from home, and writing tables for your convenience.

These offices sell railroad and steamship tickets, make hotel reservations, arrange battlefield tours and airplane flights; they sell and cash Travelers Cheques and Letters of Credit; and buy and sell the currency of all countries. They insure your baggage, and ship it or store it. Their operations include every branch of banking, shipping, travel and foreign trade—but their hospitality is extended to travelers, whether their banking and travel business is handled there or elsewhere.

Renovations and extensions, which the war delayed, are now being completed in these offices to equip them, even better than before, to accommodate you and serve you to your satisfaction.

The European Offices of the

AMERICAN EXPRESS COMPANY

Head Office, 11 Rue Scribe, Paris

For Addresses of the 30 European Offices, write the American Express Travel Department, 65 Broadway, N. Y.

It would seem that the national physician should not delay the application of this specific remedy.

(Signed) A. T. VOGELSANG,
Assistant Secretary of the Interior.

Business and the Shipping Act

CONGRESS has passed and the President has signed "The Merchant Marine Act, 1920" and it is interesting to see how far the act carries out the program suggested by the business interests of the country for building up an American merchant marine.

Here follow eight recommendations approved by the Chamber of Commerce of the United States and the corresponding clauses of the act. The clauses in italics are those proposed by the business interests of the country:

I. A general declaration by Congress to give aid toward the maintenance of a privately owned and operated American merchant marine.

It is necessary . . . that the United States shall have a merchant marine . . . ultimately to be owned and operated privately by citizens of the United States; and it is hereby declared to be the policy of the United States to do whatever may be necessary to develop and encourage the maintenance of such a merchant marine.

II. Sale of wooden vessels and of steel vessels under 6,000 tons deadweight, on the best terms obtainable from American or foreign bidders, and the sale of other government-owned vessels to regional associations for transfer at cost to private individuals and corporations. (This last recommendation was intended to be in the nature of a suggestion to the Shipping Board, and was not intended as a provision of law.)

The Shipping Board is authorized, if unable to sell to American citizens . . . to sell to aliens . . . such vessels deemed unnecessary to the promotion and maintenance of an efficient American merchant marine. All vessels . . . until sold shall be managed and operated by the board or chartered or leased by it.

III. Absorption by the government of the difference between the war cost and present value as a war loss.

The Shipping Board in fixing or accepting the sale price of such vessels shall take into consideration the prevailing domestic and foreign market price, . . . available supply and demand for vessels, existing freight rates, . . . cost of constructing vessels of similar types . . . as well as the cost . . . of the vessels to be sold, and any other facts or conditions that would influence a . . . business man in the sale of similar vessels or property which he is not forced to sell. The secretaries of the treasury and of commerce, and the chairman of the Shipping Board are directed to determine what shall be allowed for annual depreciation of vessels . . . in order that the owners . . . shall, with respect to the capital cost thereof, be put as nearly as may be on a parity for taxation purposes with the owners of ships . . . of foreign competitors in the world's carrying trade, and such allowances shall be embraced in the deductions allowed . . . in determining the net income subject to income taxes, war-profits and excess-profits taxes.

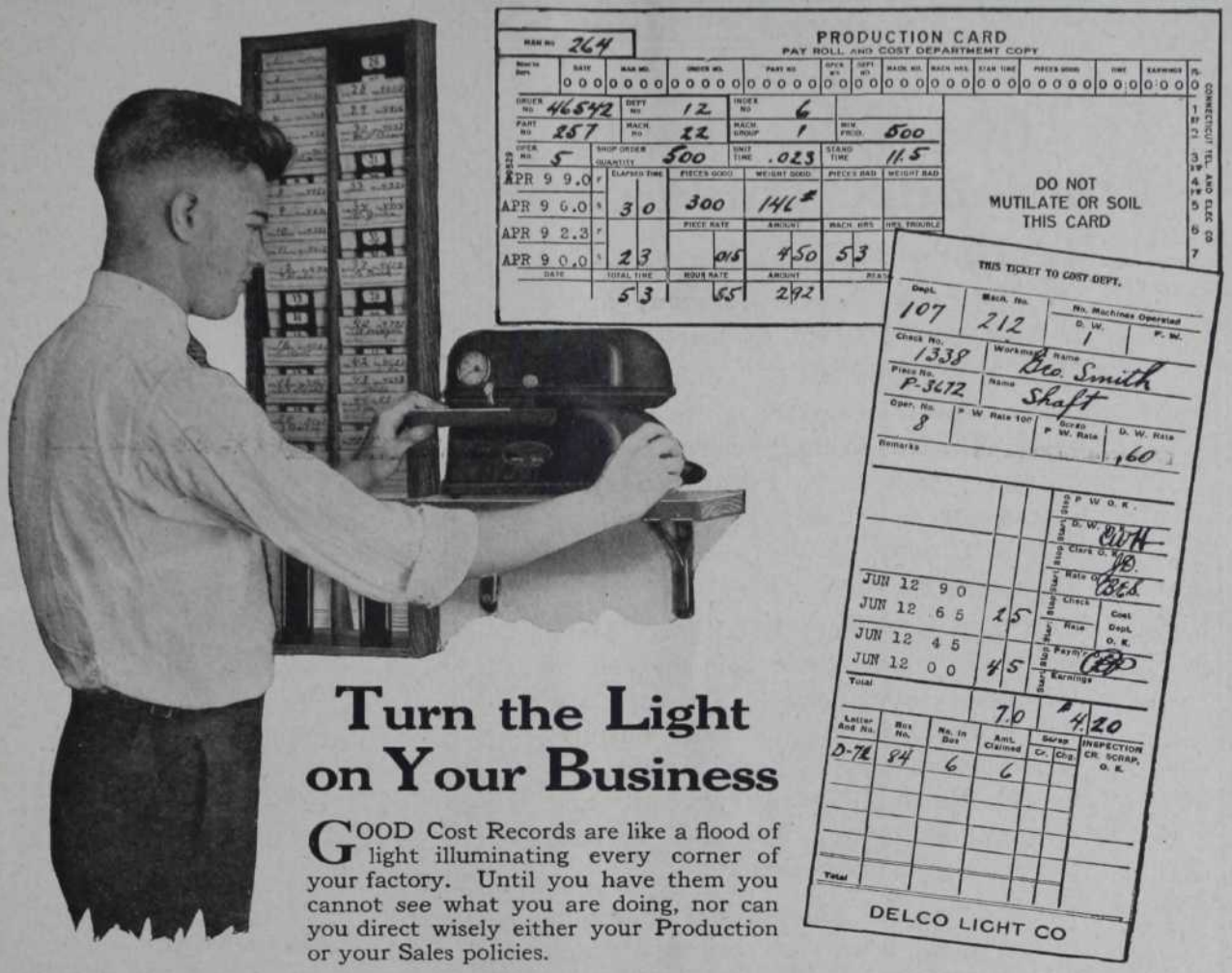
IV. Freedom from regulation as to routes and rates.

The Shipping Board is authorized and directed . . . to make rules and regulations affecting shipping in the foreign trade not in conflict with law, in order to . . . meet general or special conditions unfavorable to such shipping . . . arising out of or resulting from foreign laws . . . or from competitive methods or practices by owners . . . of vessels under a foreign flag. (The recommendation of the referendum has been generally followed.)

V. Restriction for a period of years upon transfer to a foreign flag of steel vessels over 6,000 tons deadweight, purchased from the government.

The Shipping Board is authorized to sell vessels above 6,000 tons deadweight, to persons who are citizens of the United States. It shall be unlawful to sell, transfer or mortgage or, except by regulations prescribed by the Board, to charter, any vessel purchased from the Board or documented under the laws of the United States, to any person not a citizen of the United States or to put the same under a foreign registry or flag, without first obtaining the Board's approval.

VI. Preference for American underwriters, and use



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GOOD Cost Records are like a flood of light illuminating every corner of your factory. Until you have them you cannot see what you are doing, nor can you direct wisely either your Production or your Sales policies.

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NUJOL
is Nearest to Nature's Way

By C. Houston Goudiss
National Lecturer on Diet and Nutrition

THE most important thing to remember in any attempt to relieve Constipation is this—that the only effective relief that can be secured must come through measures which nearest approximate Nature's own methods.

The general run of laxatives, purgatives and cathartics, which at best produce only temporary results, not only fail at betterment but frequently so impair the working of the body machinery as to add to the burden already suffered through Constipation.

The nation-wide popularity of Nujol in the relief of this most prevalent of all diseases is due first to the fact that it is not a medicine, but simply and solely a softener and a lubricant.

Nujol has no more chemical effect on the delicate membrane of the stomach and intestines than a drop of water on the palm of your hand. Not a particle of it is absorbed into the system.

Without in any way interfering with digestion, without causing discomfort, pain or griping, it softens the impacted mass of poison-breeding waste and smoothes the way to its natural elimination.

Nujol leaves no after effects. It does not upset the stomach or weaken the muscular function of the intestinal walls. It is pleasant to take—children never object to it—and it always is within reach, for every druggist sells it. It is Nature's most faithful ally in

SICKNESS PREVENTION

Nujol
For Constipation.



of underwriting market of the world for insurance not covered by American underwriters, without intervention by government insurance.

The subject of marine insurance is dealt with in a separate measure. The Shipping Act provides that nothing in the anti-trust laws shall be so construed as to declare to be illegal an association entered into by marine insurance companies for the purpose of transacting a marine insurance and reinsurance business in the United States and foreign countries, and to reinsure or otherwise apportion among its membership the risks undertaken by such association or any of the component members.

VII. Encouragement of an American Classification Society.

For the classification of vessels owned by the United States . . . all departments, boards, bureaus and commissions of the government are hereby directed to recognize the American Bureau of Shipping as their agency. The official list of merchant vessels . . . shall hereafter contain a notation clearly indicating all vessels classed by the American Bureau of Shipping.

VIII. Continuance of operation of the competent American shipbuilding yards on private account, both as to yards and the vessels they construct.

During the period of five years from the enactment of this Act the Board may annually set aside out of the revenues of sales and operations, a sum not exceeding $25,000,000 . . . to be used in the construction, or in aid of the construction, of vessels . . . in private shipyards in the United States.

Various suggestions to which the Committee on Ocean Transportation called attention in its report have found expression, in whole or in part in the Merchant Marine Act, as, for instance, exemption of shipping from taxation, in the provision respecting excess profits taxes; differential railroad rates, increase in the payments for carrying ocean mails, through authority given the Postmaster General to contract for the transportation of mails at a price to be agreed upon by himself and the Shipping Board, and slight modifications of the navigation laws.

New Source of Glass in England

THE American Chamber of Commerce in London reports that an important discovery of granulite, a material of the first importance in the manufacture of glass, has been made in England. Granulite contains not only silica, but potash, soda and alumina, all of which are necessary in glass making. It gives the best results in the production of glassware of the highest quality.

The promoters have high hopes of success in their new discovery as it is said that there is a practically unlimited supply of granulite on the spot, and in addition the necessary power for driving machinery can be obtained from a river which runs close by.

New Member Organizations

THIRTY SIX organizations were elected to membership in the National Chamber at the last meeting of the Board of Directors. These new organizations bring the total membership up to 1,342 affiliated organizations. The new organizations and their officers are:

Chamber of Commerce, Springfield, Missouri; president, J. E. Cavin; secretary, Louis Plank.

American Chamber of Commerce—Peking, 15 San Tiao Hutung, Peking, China; president, W. C. Faxon, Peking, China; secretary, Frank S. Williams, Peking, China.

Association of Lock Washer Manufacturers, 320 Broadway, New York City; president, C. U. Cottrell, Newark, New Jersey; secretary, Walter M. Baxter.

Association of Collar Manufacturers, 5 First Street, Troy, New York; president, John T. McKay, Troy, New York; secretary, Cornelius O. Smith, Troy, New York.

Hardware Association of the Carolinas, 717 Commercial Bank Building, Charlotte, North Carolina; president, W. K. Holt, Burlington, North Carolina; secretary, T. W. Dixon, Charlotte, North Carolina.

Chamber of Commerce, Oakdale, Louisiana; president, J. E. Brown; secretary, E. F. Nichols.

Chamber of Commerce, DeRidder, Louisiana; president, W. F. McCammon; secretary, J. C. Fowler.

Chamber of Commerce, Gulfport, Mississippi; president, C. M. McDoris; secretary, L. M. Shepardson.

Chamber of Commerce, Alexander, Louisiana; president, W. D. Wadley; secretary, A. T. Felt.

Chamber of Commerce, Baton Rouge, Louisiana; president, R. F. Sterns; secretary, L. Paul Amiss.

East Texas Chamber of Commerce, Tyler, Texas; president, E. B. Alford, Henderson, Texas; secretary A. L. Bourge, Tyler, Texas.

Commercial Club, Newport, Tennessee; president, John M. Jones; secretary (not given).

Chamber of Commerce, Cheyenne, Wyoming; president, M. A. Kleine; secretary, Frank J. Wiffer.

Commercial Club, 125 North High Street, Salem, Oregon; president, Robert C. Paulus; secretary, Wm. Gahlsdorf.

Board of Trade, Fullerton, California; president, R. S. Gregory; secretary, H. L. Wilber.

Association of Commerce, Centerville, Iowa; president, Abe Goldstein; secretary, H. H. Haynes.

Chamber of Commerce, Goldsboro, North Carolina; president, C. F. Wilkins; secretary, W. C. Denmark.

Commercial Club, Hickman, Kentucky; president, C. L. Walker; secretary, W. F. Rennenberg.

Board of Trade, St. Augustine, Florida; president, J. D. Ingram; secretary, F. A. Rolleston.

Merchants and Manufacturers' Association, Hastings, Florida; president, T. B. Glass; secretary, C. W. Maltby.

Chamber of Commerce, Bunnell, Florida; president, R. L. Harper; secretary, William Triplett.

Commercial Club, Stuart, Florida; president, A. T. Hogant; secretary, C. M. Blizard.

Board of Trade, Eau Gallis, Florida; president, Wm. J. Creel; secretary, H. W. Christian.

Chamber of Commerce, Melbourne, Florida; president, J. O. Campbell; secretary, Elton Hall.

Chamber of Commerce, Healdsburg, California; president, George W. Hayes; secretary, J. M. Alexander.

Chamber of Commerce, Homer, Louisiana; president, J. Melton Oakes; secretary, Milton M. Lory.

Chamber of Commerce, Lamar, Missouri; president, John W. Moran; secretary, L. S. Douglas.

Board of Commerce, Fenton, Michigan; president, S. R. O'Brien; secretary, F. H. Hitchcock.

Commercial Club, Kenedy, Texas; president, A. S. Davis; secretary, J. H. Statzfus.

California White and Sugar Pine Manufacturers' Association, Call Building, San Francisco, California; president, Willit J. Walker, San Francisco, California; secretary, C. Stowell Smith.

National Furniture Traffic Association, 110 South Dearborn Street, Chicago, Illinois; manager, J. D. Pierce, 110 South Dearborn Street, Chicago, Illinois.

National Association of Tanning Extract Manufacturers, Marion, Virginia; president, W. H. Teas, Marion, Virginia; secretary, H. T. Thornhill.

Community Club Company, Delphos, Ohio; president, John G. Miller; secretary, Clarence C. Judkins.

Salt Producers Association, 550 Penobscot Building, Detroit, Michigan; president, R. R. Moore, St. Claire, Michigan; secretary, D. B. Doremus, Detroit, Michigan.

Chamber of Commerce, Pensacola, Florida; president, Louis Dem. Blocker; secretary, J. V. Price.

Chamber of Commerce, Donna, Texas; president, E. J. Jameson; secretary, Harry M. Carroll.

American Coal Competing

BRITISH industry has received an unpleasant shock in the decision of the British government to increase the price of industrial coal by more than four shillings a ton. Before the war coal shipments represented the main export cargo from England, but now American competition is felt.



Here is the Safety Switch that meets every safety requirement

THE safety switch is now an accepted fact everywhere.

Fire marshals of a dozen states, Indiana most recently, municipalities, electrical societies, labor unions—all have joined in the campaign for the abolishment of the dangerous exposed knife switch and its replacement by the externally-operated safety switch.

But how can the convenience of the exposed knife switch be retained—without its danger?

This question is answered in the Square D Safety Switch—the switch that is an absolute safeguard against shock, fire, and industrial accident of any kind.

It is a simple knife switch in a pressed steel housing—externally operated. A handle on the outside does all the work.

Current cannot reach that handle, nor the box itself—tough, rugged insulation completely isolates all live parts. They are safely enclosed within steel walls.

The switch may be locked in the open position, too, while work is being done on the line; nobody can thoughtlessly turn on the current.

This feature is saving many an electrician's life. "On" and "Off" positions are clearly indicated. The Square D Safety Switch is made in over 300 sizes, types and capacities—for factories, office buildings and homes.

Square D Safety Switches are listed as standard for both fire and accident prevention by the Underwriters' Laboratories of the National Board of Fire Underwriters. Meets the requirements of the National Electrical Safety Code of the Bureau of Standards, Department of Commerce, Washington, D. C.

The Square D Safety Switch is sold and installed by your electrical dealer and contractor. Architects and engineers are listing it as standard equipment. Ask any of them for further information—or write us direct.


The Dangerous Exposed Knife Switch


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Industrial Type Open

Act NOW and protect your workmen, your family and your property against fire, shocks and other electrical hazards.

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Canadian Branch, Walkerville, Ont.

Square D Safety Switch

HOTEL PENNSYLVANIA

Opposite Pennsylvania Terminal New York

You're Invited Out to the Kitchen

The next time you're stopping at the Pennsylvania, I wish you'd ask to be shown through the kitchens. They're well worth seeing.

Not only because they are the biggest hotel kitchens in the world. That's something, of course, and we're duly proud of it. But because we don't know of any better, more efficient, more *interesting and attractive* workshop of the sort anywhere. Cleanliness—you wouldn't believe until you saw them how clean and bright and wholesome kitchens can be that are turning out six to ten thousand meals a day. And that higher figure is a good many thousands under their capacity.

What we're talking about now is what we call the "main kitchens." There are also kitchens—separate establishments, in other parts of the building—for the Roof Garden Restaurants, and the Ballrooms and Banquet Rooms. The big Main Kitchens are the most interesting, because they include the Bake-shop, Ice Cream Room, Butcher Shop and other special facilities for the large-scale housekeeping we do at this largest hotel in the world.

Come any time—even at the rush hours, when everything's at its busiest. This invitation is made without reservations.

A memo just came to my desk with figures on one day's consumption of bread in the hotel: 25,700 rolls, 455 loaves French bread, and 160 loaves (6 pounds each) of sandwich bread. That will give you an idea of the scale on which the Kitchens work.

E. M. Statler



Hotel Pennsylvania, with its 2200 rooms, 2200 baths, is the largest hotel in the world—built and operated for discriminating travelers who want the best there is. Associated with it are the four Hotels Statler in Buffalo, Cleveland, Detroit and St. Louis; and each of these five hotels makes reservations for all the others. All have private baths, circulating icewater and other unusual conveniences in every room. An entire block of ground in Buffalo has just been bought, for a new Hotel Statler.



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And the Autocar chassis will accommodate every type of body without excessive overhang.

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